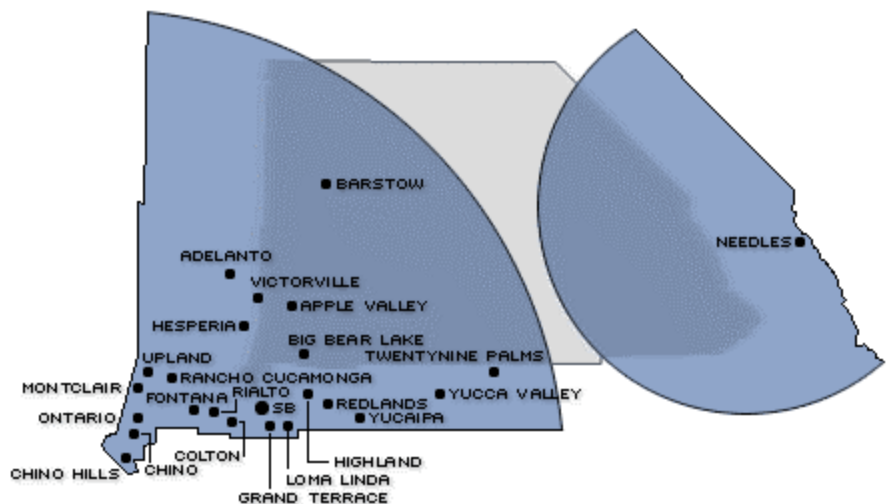


# County of San Bernardino

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2004



Submitted as a requirement for  
funding to the

**U.S. Department of  
Commerce Economic  
Development Administration**







# COUNTY OF SAN BERNARDINO



## BOARD OF SUPERVISORS



**BILL POSTMUS**  
*Vice-Chairman  
First District*



**PAUL BIANE**  
*Second District*



**DENNIS HANSBERGER**  
*Chairman,  
Third District*



**PATTI AGUIAR**  
*Fourth District*



**CLIFFORD YOUNG**  
*Fifth District*







**MARK UFFER**  
*Interim County Administrative officer*  
COUNTY OF SAN BERNARDINO

***ECONOMIC DEVELOPMENT/PUBLIC SERVICES GROUP***

**NORMAN KANOLD**  
*Assistant County Administrator*

**KEITH LEE**  
*Associate Administrative Officer*

**DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT**

**THOMAS R. LAURIN**  
*Director*

**BRIAN TURNBULL**  
Assistant Director

**DOUGLAS PAYNE**  
Deputy Director  
Community Development Division

**DEBORAH FRYE**  
Economic and  
Community  
Development Specialist

**KATHLEEN ROBLES**  
Economic and  
Community  
Development Specialist

**CHRISTY ELSHOF**  
Economic and Community  
Development  
Staff Analyst

Department of Economic and Community Development  
290 North 'D' Street – Sixth Floor, San Bernardino, CA 92415-0040  
(909) 388-0800  
(909) 388-0844 - Fax







# COUNTY OF SAN BERNARDINO



## *Workforce Investment Board*

2004

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

### **Economic Development Committee**

**John Lewis, Chairman**  
**Bob Lemley\*, Vice Chairman**

Joseph W. Brady, CCIM  
John Gibson  
George Bartch  
Bill Betterley\*  
Wil Marshall\*  
Pat Caffery  
Abe Hovsepian  
Ken Clark  
Bob Roberts\*

Dr. Don Averill  
Bill Sirowy  
Donna Stone\*  
Keith Lee\*  
Clifford Hackney\*  
Ray Gonzales  
Fred Cordova\*  
Patricia Nickols\*  
Effie Sharp

\* CEDS approval committee







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# MINORITY REPRESENTATION OF CEDS COMMITTEE

Date: State: California  
County: San Bernardino  
Prepared By: Deborah Frye  
Title: Business Development Specialist

This form is for the purpose of providing data to determine compliance with EDA Directive 7.06 covering minority representation of the CEDS Committee. The two aspects of compliance are as follows:

1. The percentage of minority representation on a CEDS Committee must be at least as large as the minority percentage of the population in the area. If there is an Executive Committee, its membership must reflect the ratio of the minority representation on the CEDS Committee.
2. Minority representation should be selected by representatives of the leading minority groups or organizations of the area, meeting in closed session.

		<u>Number</u>	<u>Percent</u>
a. <u>County Ethnicity:</u>	Total Population	1,709,434	100
	Caucasian	1,006,960	58.9
	African American	155,348	9.1
	American Indian & Alaska Native	19,915	1.2
	Asian	80,217	4.7
	Native Hawaiian & Other Pacific Is.	5,110	0.3
	Other Race	355,843	20.8
	Two or more Races	86,041	5.0
	Hispanic/Latino of any Race	669,387	39.2
	<b>Total Minority</b>	<b>702,434</b>	<b>41.1</b>
	Female	856,410	50.1
	U.S. Census: 2000		

b. Executive Committee of the CEDS:

Name	Residence
N/A	N/A

c. CEDS Committee Members:

Name	Residence
------	-----------

Please see Appendix C

d. Summary                      CEDS Committee

Total Members	8
Caucasian Members	4
Minority Members	4
Vacancies	0

e. Method by which Minority Representatives were selected:

Members are selected by the elected County Board of Supervisors. During the selection, emphasis is placed on one's respective experience involvement in minority needs, and knowledge in the field of economic development.

f. Plans and Time Schedule (if needed) for making changes in minority representation: The Board of Supervisors will continue to make appointments to the CEDS Committee as the need arises.







# **COUNTY OF SAN BERNARDINO COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE RESOLUTION 2004-01 THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

WHEREAS, the County of San Bernardino Workforce Investment Board Economic Development Committee/Comprehensive Economic Development Strategy (CEDS) Sub-Committee ("Committee") is responsible for the planning and coordination of economic development activities to stimulate new private and public investments to provide employment and growth opportunities; and

WHEREAS, the Committee is organized in accordance with federal requirements of the Economic Development Administration to broadly represent the area including representation of local government, business, and other community interests; and

WHEREAS, a Comprehensive Economic Development Strategy has been prepared as a guide for economic development activities.

THEREFORE, BE IT RESOLVED, that the CEDS Committee does hereby adopt the 2004 Comprehensive Economic Development Strategy for the County of San Bernardino.

PASSED AND ADOPTED THIS 2ND DAY OF AUGUST 2004.

AYES: SUB-COMMITTEE MEMBERS:

NOES: SUB-COMMITTEE MEMBERS

ABSENT: SUB-COMMITTEE MEMBERS:

---

JOHN LEWIS,  
Sub-Committee Chairman

ATTEST:

---

Stephanie Soto, Secretary

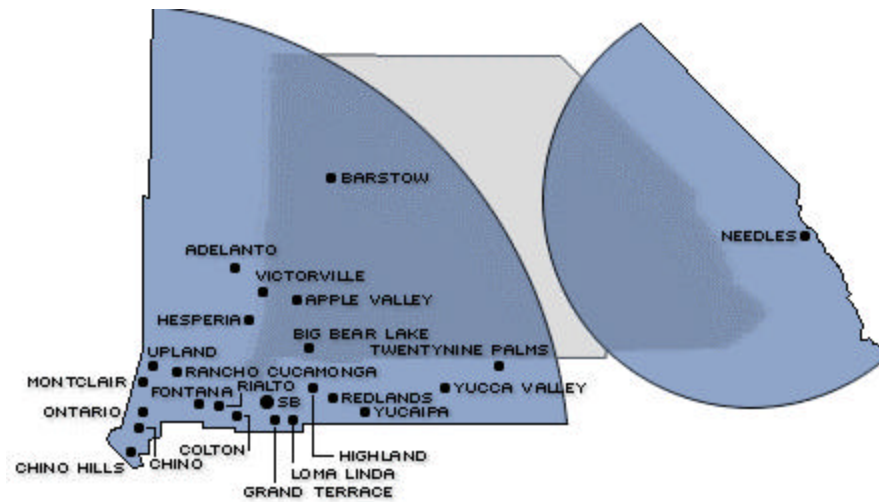
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Date









## The 2003 Economic Report

San Bernardino County, which lies northeast of Los Angeles and Orange Counties, north of Riverside County and south of Kern County, contains an area of more than 20,000 square miles, consists of 24 incorporated cities and towns, and is Board governed by 5 Supervisorial Districts.

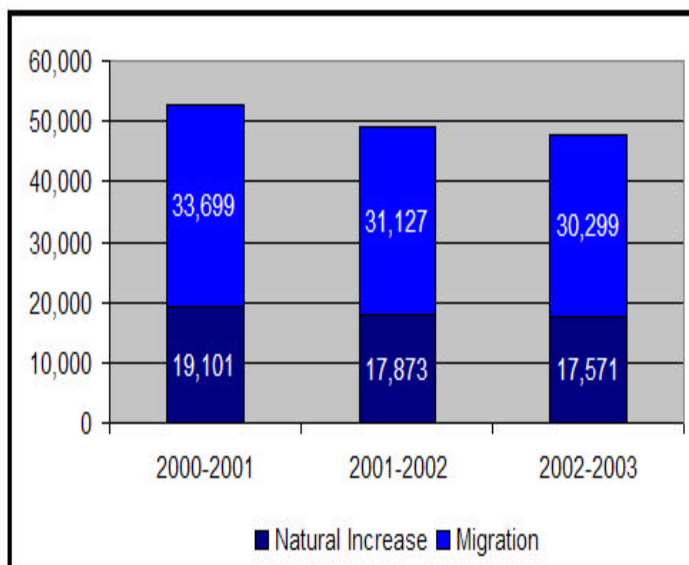
County population grew 2.92% from 1,816,500 in July 2002 to 1,869,300 in July 2003. For the same period of time, State population grew by 1.69%. County births, deaths, and net migration were responsible for a population increase of 52,800.

Total residential building permits for Riverside/San Bernardino Counties were up 54.2% in 2003 over the 2002 figure. This increase, added to permits being pulled for houses to replace those lost in the wildfires of 2003, is causing serious backlogs at local Building and Safety Departments.

### **Components of Growth**

#### **2000-2003**

*Source: California Department of Finance*

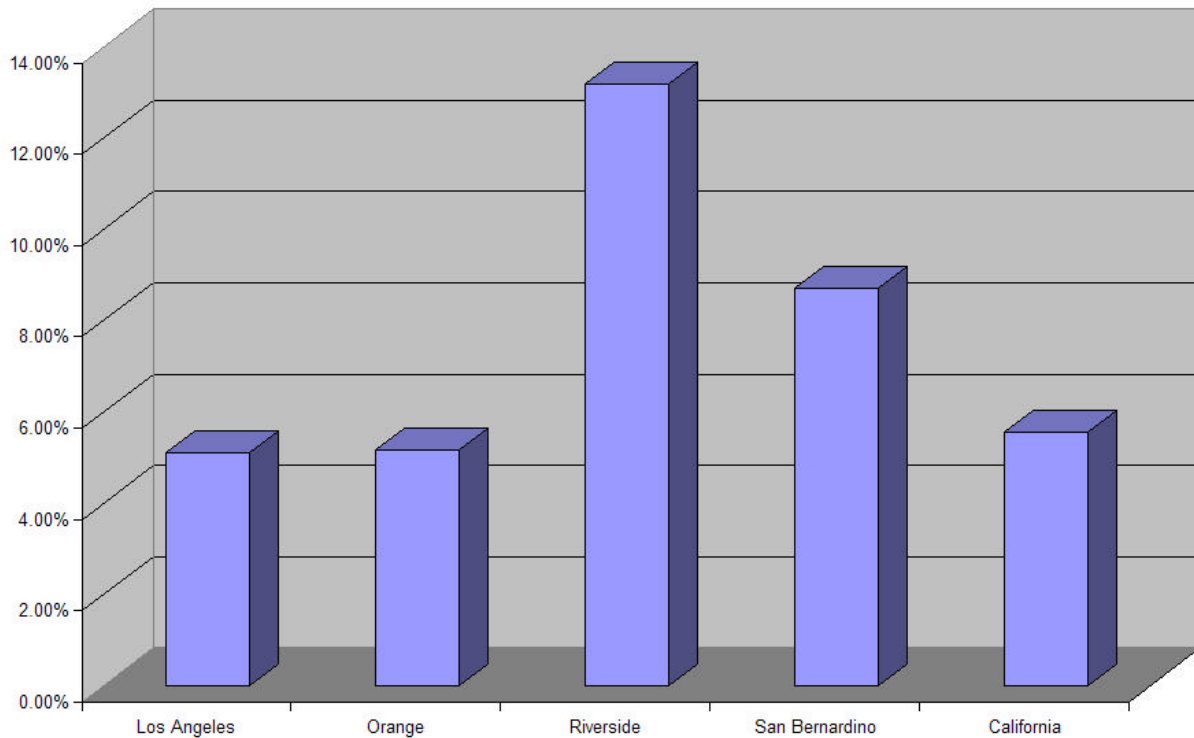


The majority of the growth the County has experienced in last 3 years did not come from natural increase, but rather from people moving into the area. The number of people migrating to the County was almost double the natural increase of the population.



## Percentage of Population Change by County 2000-2003

Source: California Department of Finance



Since the 2000 CEDS, County population grew by 8.69%. During this same period of time, County population growth rate was 6<sup>th</sup> in the State and out-paced statewide population growth by over 3%.

At the end of December 2003, the median price of an existing single family home in the Riverside/San Bernardino region increased 3.5% from the prior month to \$243,320 with sales increasing by 20.9% for the same time period. This represents a change in price from December 2002 of 32.1% and a change in sales of 20.3% from the prior year.

## 2003 Change in Existing Single Family Homes

Source: California Association of REALTORS – February 2004

Region	Median Price Dec – 03	% Change in Price Nov - 03	% Change in Price Dec - 02	% Change in Sales Nov - 03	% Change in Sales Dec - 02
California	\$404,520	5.1%	19.4%	1.6%	11.0%
Orange County	\$533,030	1.3%	22.8%	14.9%	5.4%
<b>Riverside/San Bernardino</b>	<b>\$243,320</b>	<b>3.5%</b>	<b>32.1%</b>	<b>20.9%</b>	<b>20.3%</b>
Los Angeles	\$382,140	0.0%	26.8%	6.9%	2.1%



Median home prices for San Bernardino County and its cities, towns, and census designated places are shown below in relationship with Los Angeles, Orange, and Riverside counties.

### **2003 Median Home Price Comparisons**

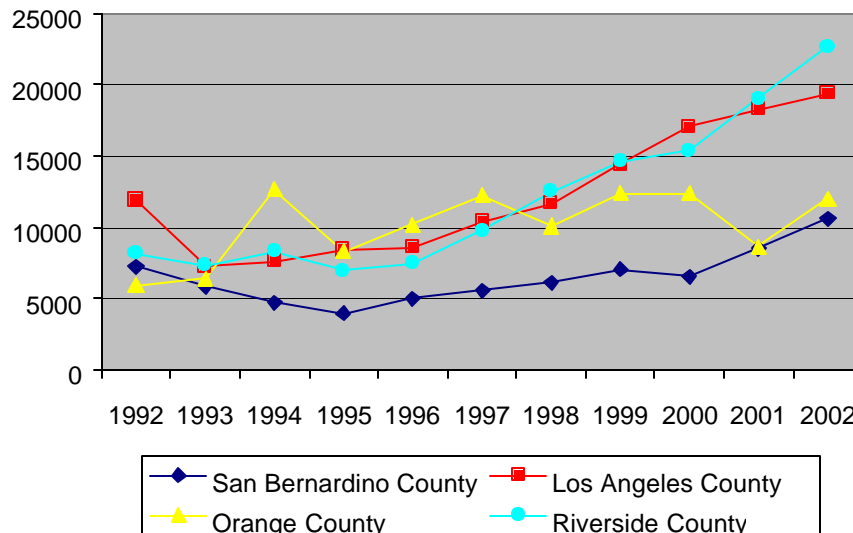
*Source: California Association of REALTORS – February 2004*

<b>County/City/Area</b>	<b>4-Q 2003</b>	<b>4-Q 2002</b>	<b>Year to Year % Change</b>
Orange Co.	\$429,000	\$360,000	19.2%
Los Angeles Co.	\$333,000	\$275,000	21.1%
Riverside Co.	\$265,000	\$227,000	16.7%
<b>San Bernardino Co.</b>	<b>\$205,000</b>	<b>\$166,000</b>	<b>23.5%</b>
Adelanto	\$131,000	\$110,000	19.1%
Apple Valley	\$150,000	\$120,500	24.5%
Barstow	\$78,500	\$69,250	13.4%
Big Bear City	\$169,000	\$146,000	15.8%
Big Bear Lake	\$231,500	\$194,500	19.0%
Bloomington	\$188,500	\$155,000	21.6%
Chino	\$300,000	\$256,000	13.2%
Chino Hills	\$408,750	\$318,000	28.5%
Colton	\$169,000	\$143,250	18.0%
Crestline	\$136,000	\$109,000	24.8%
Fontana	\$245,500	\$189,750	29.4%
Grand Terrace	\$222,000	\$180,750	22.8%
Hesperia	\$155,000	\$122,000	27.0%
Highland	\$241,000	\$169,500	42.2%
Joshua Tree	\$78,500	\$70,000	12.1%
Lake Arrowhead	\$257,137	\$228,500	12.5%
Loma Linda	\$224,250	\$215,000	4.3%
Montclair	\$241,750	\$184,500	31.0%
Ontario	\$237,000	\$185,000	28.1%
Rancho Cucamonga	\$321,000	\$267,000	20.2%
Redlands	\$256,500	\$208,500	23.0%
Rialto	\$201,000	\$162,250	23.9%
Running Springs	\$158,000	\$124,000	27.4%
San Bernardino	\$141,500	\$115,000	23.0%
Twentynine Palms	\$67,500	\$58,000	16.4%
Upland	\$359,500	\$279,000	28.9%
Victorville	\$170,000	\$135,000	25.9%
Yucaipa	\$242,000	\$226,000	7.1%
Yucca Valley	\$121,000	\$102,000	18.6%



### **Total New Housing Units Authorized by Building Permits**

Source: Department of Finance, Economic Research Unit



The average wage earner in San Bernardino County often does not qualify to purchase a median priced home. The California Association of Realtors reports that housing affordability in April 2004 was 34% for San Bernardino County as a whole, down from 49% in April 2003. Higher wages are needed to keep the housing market viable for the County's citizens. Additionally, San Bernardino County has had the lowest number of housing starts in the past ten years as compared to its surrounding counties if Los Angeles, Orange, and Riverside.

Marcus & Millichap Real Estate Investment Brokerage Company released its Retail Research Report for the Inland Empire market in February of 2004. The report indicates that retail investors will continue driving prices higher as they seek to capitalize on one of the strongest retail markets in the nation. However, this behavior, once again, will increase the need for higher paying jobs in the region. Grubb and Ellis' "2003 Office Market Analysis" states that the Inland Empire's vacancy rate for the 4<sup>th</sup> Quarter of 2003 was 9.1%, down from the previous 3<sup>d</sup> Quarter.



## Residential Building Permit Comparisons for San Bernardino County, State of California, and Nationwide

Source: <http://www.fdic.gov>

RESIDENTIAL REAL ESTATE ACTIVITY											
United States											
	2001	2002	2003	02Q2	02Q3	02Q4	03Q1	03Q2	03Q3	03Q4	04Q1
<b>Total Permits (year-to-date)</b>	1,610,766	1,728,556	1,862,365	852,005	1,305,331	1,728,556	391,197	899,481	1,403,731	1,862,365	444,236
% Chg Year Ago	2.3%	7.3%	7.7%	2.6%	5.0%	7.3%	3.9%	5.6%	7.5%	7.7%	13.6%
Single Family Housing Permits	1,221,218	1,321,145	1,443,604	661,571	1,008,441	1,321,145	302,258	703,410	1,098,811	1,443,604	350,245
% Chg Year Ago	3.2%	8.2%	9.3%	4.1%	6.1%	8.2%	3.8%	6.3%	9.0%	9.3%	15.9%
Multi Family Housing Permits	389,548	407,411	418,761	190,434	296,890	407,411	88,939	196,071	304,920	418,761	93,991
% Chg Year Ago	-0.3%	4.6%	2.8%	-2.3%	1.4%	4.6%	4.2%	3.0%	2.7%	2.8%	5.7%
<b>Median SF Home Prices (NSA)</b>											
% Chg Year Ago											
<b>Existing Home Sales (NSA)</b>											
% Chg Year Ago											
California											
	2001	2002	2003	02Q2	02Q3	02Q4	03Q1	03Q2	03Q3	03Q4	04Q1
<b>Total Permits (year-to-date)</b>	143,544	158,488	192,273	73,676	115,117	158,488	45,443	95,829	143,814	192,273	47,474
% Chg Year Ago	-0.3%	10.4%	21.3%	-5.0%	4.5%	10.4%	34.0%	30.1%	24.9%	21.3%	4.5%
Single Family Housing Permits	106,265	120,783	140,512	58,082	90,320	120,783	32,477	70,909	106,300	140,512	35,982
% Chg Year Ago	2.5%	13.7%	16.3%	1.4%	9.2%	13.7%	27.8%	22.1%	17.7%	16.3%	10.8%
Multi Family Housing Permits	37,279	37,705	51,761	15,594	24,797	37,705	12,966	24,920	37,514	51,761	11,492
% Chg Year Ago	-7.3%	1.1%	37.3%	-23.0%	-9.7%	1.1%	52.4%	59.8%	51.3%	37.3%	-11.4%
<b>Existing Home Sales (NSA)</b>											
% Chg Year Ago											
San Bernardino County CA											
	2001	2002	2003	02Q2	02Q3	02Q4	03Q1	03Q2	03Q3	03Q4	04Q1
<b>Total Permits (year-to-date)</b>	8,395	10,225	11,605	4,611	7,775	10,225	3,004	6,033	8,712	11,605	4,420
% Chg Year Ago	30.4%	21.8%	13.5%	7.3%	26.4%	21.8%	48.5%	30.8%	12.1%	13.5%	47.1%
Single Family Housing Permits	6,808	9,132	10,381	4,040	6,987	9,132	2,577	5,397	7,948	10,381	3,569
% Chg Year Ago	18.7%	34.1%	13.7%	14.5%	35.4%	34.1%	69.1%	33.6%	13.8%	13.7%	38.5%
Multi Family Housing Permits	1,587	1,093	1,224	571	788	1,093	427	636	764	1,224	851
% Chg Year Ago	125.4%	-31.1%	12.0%	-25.8%	-20.4%	-31.1%	-14.4%	11.4%	-3.0%	12.0%	99.3%
<b>Median SF Home Prices</b>											
% Chg Year Ago											







In 2003, the Keystone Group (TKG), a consortium of Southern California economic development councils, began a study of an alarming trend of manufacturing jobs leaving the region. To better understand why this trend was emerging, TKG had to ascertain three things. First, the size and scope of the manufacturing base in California and more specifically, in Southern California needed to be determined. Second, it needed to be determined if the deterioration of the manufacturing base had occurred over the last decade, or was a new phenomenon. Finally, the size, scale, and composition of any changes in the manufacturing base over this period needed to be measured and analyzed.

In February 2004, TKG released its study, *Manufacturing in California*, authored by Kosmont Partners and the Rose Institute of State and Local Government at Claremont McKenna College. The report, in its entirety, can be found at [www.kosmont.com](http://www.kosmont.com).

Overall, San Bernardino County showed signs of growth in manufacturing jobs and gross sales as compared to its neighboring counties, but had the fewest number of new manufacturing establishments and wages fell short of the State average by 42%.

### **Change in Manufacturing Employment – (7/99 to 10/02)**

Source: The Keystone Group – *Manufacturing in California*, February 2004

<b>Region</b>	<b>Net Change in Jobs</b>	<b>% Change</b>
California Total	(261,106)	(11.34%)
<b>San Bernardino</b>	<b>12,252</b>	<b>16.85%</b>
Riverside	7,353	12.99%
Orange	5,158	2.00%
Los Angeles	(156,024)	(20.16%)

### **Change in Manufacturing Gross Sales in California – (7/99 to 10/02)**

Source: The Keystone Group – *Manufacturing in California*, February 2004

<b>Region</b>	<b>Net Change in Sales</b>	<b>% Change</b>
California Total	(\$98,220,000,000)	(12.70%)
<b>San Bernardino</b>	<b>\$4,325,610,023</b>	<b>23.19%</b>
Riverside	\$1,796,759,445	12.86%
Orange	\$333,850,865	0.45%
Los Angeles	(\$43,181,697,652)	(18.21%)

### **Change in Number and Percent of Manufacturing Establishments in California – (7/99 to 10/02)**

Source: The Keystone Group – *Manufacturing in California*, February 2004

<b>Region</b>	<b>Net Change in Number of Establishments</b>
California Total	8,633
Los Angeles	2,075
Orange	1,377
Riverside	698
<b>San Bernardino</b>	<b>683</b>

<b>Region</b>	<b>% Change</b>
California Total	10.27%
Riverside	25.45%
<b>San Bernardino</b>	<b>19.41%</b>
Orange	13.16%
Los Angeles	7.90%



The growth in San Bernardino County manufacturing is marred by the fact that the County's 2000 average manufacturing worker's salary is 42% less than that of the State's average manufacturing worker's salary. Additionally, in 2000, San Bernardino County ranked 35<sup>th</sup>, out of 58 counties for manufacturing wages.

### **Average Manufacturing Salary in California - 2000**

*Source: The Keystone Group – Manufacturing in California, February 2004*

<b>County</b>	<b>Average Salary</b>
<b>California</b>	<b>\$57, 695</b>
Santa Clara	\$131,850
San Mateo	\$104,195
Santa Cruz	\$77,259
Ventura	\$70,403
Alameda	\$60,415
Sacramento	\$59,743
Contra Costa	\$58,606
Placer	\$56,272
Sonoma	\$53,460
San Francisco	\$50,010
Solano	\$49,219
San Diego	\$48,918
Orange	\$46,372
Santa Barbara	\$45,467
Marin	\$44,788
Napa	\$44,493
Monterey	\$41,972
Sierra	\$40,989
Kern	\$40,618
Los Angeles	\$40,598
Nevada	\$39,247
Lassen	\$39,119
Yolo	\$37,652
El Dorado	\$37,591
Shasta	\$36,950
Stanislaus	\$36,875
Plumas	\$36,529
Madera	\$35,303
Inyo	\$34,986

<b>County</b>	<b>Average Salary</b>
Glenn	\$34,833
San Joaquin	\$34,543
San Luis Obispo	\$34,511
Riverside	\$34,486
Tuolumne	\$33,832
<b>San Bernardino</b>	<b>\$33,478</b>
Tehama	\$33,366
San Benito	\$33,237
Sutter	\$33,015
Siskiyou	\$32,970
Kings	\$32,897
Humboldt	\$32,531
Tulare	\$32,477
Colusa	\$32,375
Merced	\$32,072
Imperial	\$31,491
Mendocino	\$31,400
Trinity	\$30,741
Lake	\$30,616
Fresno	\$30,482
Amador	\$30,426
Del Norte	\$29,581
Butte	\$29,263
Yuba	\$29,230
Calaveras	\$25,795
Mariposa	\$24,581
Mono	\$19,367
Alpine	N/A
Modoc	N/A



According to Marcus & Millichap Real Estate Investment Brokerage Company, retail space is in high demand, which will contribute to vacancies dropping by 30 basis points in 2004. New shopping centers coming online in 2004, which account for most of the new construction, will open almost fully pre-leased. With most owners operating at near full occupancy, asking rents are expected to increase by 4 percent in 2004.

Kohl's made the biggest retail splash last year when it opened eight department stores all in the month of March. Competition for single-tenant properties remains spirited, with the average cap rate declining 40 basis points over the last year, to 7.9 percent.

Owners are re-evaluating their portfolios and weeding out under performing properties. The median sales price for strip centers increased by 14 percent during 2003, to \$105 per square foot. Overall retail investment activity increased in 2003 with record-high sales volume of \$650 million, a jump of 45 percent from 2002. Investors have pushed up the median price for shopping centers by 20 percent over the last year, to \$110 per square foot.

For a copy of the complete Inland Empire Retail Market Research Report, as well as reports on other markets nationwide, go to [www.marcusmillichap.com](http://www.marcusmillichap.com).

### ***Per Capita Property Tax Allocation Among Largest California Counties***

Source: California Legislative Analysts Office  
[http://www.cicg.org/publications/profiles/san\\_bernardino\\_county.pdf](http://www.cicg.org/publications/profiles/san_bernardino_county.pdf)

Large Counties	Per Capita Property Tax
Santa Clara	\$153
Los Angeles	\$139
Alameda	\$121
Contra Costa	\$116
Sacramento	\$101
San Deigo	\$94
Riverside	\$77
San Bernardino	\$66
Orange	\$51
Statewide average	\$115

In the 1999/2000 fiscal year, San Bernardino County's tax allocation per capita was a weak \$66. This was 43% less than the average Statewide.



## Top 10 Best Cities for Entrepreneurs Western Cities/Regions, 2003

Source: Dun & Bradstreet and Entrepreneur Magazine, 2003  
[www.entrepreneur.com/bestcities](http://www.entrepreneur.com/bestcities)

Regional Rank	City/Metro Area	National Rank
1	Las Vegas, NV	11
2	San Diego, CA	16
3	Sacramento, CA	34
4	Orange County, CA	36
5	San Bernardino/Riverside, CA	41
6	Oakland, CA	48
7	San Jose, CA	50

In 2003, Dunn & Bradstreet, in conjunction with *Entrepreneur Magazine* rated the San Bernardino/Riverside County area the 5<sup>th</sup> best location in the West for entrepreneurs, and the 4<sup>th</sup> best area in the West for Job Growth. In the March, 2004 edition of *Inc. Magazine*, the San Bernardino/Riverside area ranked second in the nation for

entrepreneurs in the large metropolitan area category. In the article, economist Joel Kotkin referred to the Inland Empire metro area as "The Golden State's Energizer Bunny". These findings mirror the State's own job outlook for San Bernardino County to 2008.

The State Employment Development Department expects San Bernardino County's non-farm employment to grow by 123,400 jobs, or 22.2 percent, from 2001 to 2008. All major industries should see employment gains except mining, the County's smallest industry.

**Service producing** industries (transportation and public utilities; trade; finance, insurance and real estate; services; and government) will grow by 95,400 jobs.

**Goods producing** industries (construction, manufacturing and mining) will provide an additional 28,000 jobs.

The **services** sector should add 38,500 jobs, with the largest gains in the business services group (up 13,800 jobs); primarily due to the demand at personnel supply agencies. Other services (social services, automotive and miscellaneous repair services, legal services and membership organizations) will add 9,500 jobs.

Jobs in the **trade** sector will grow by 26,100. The majority of the increase, 18,000 jobs, will come from retail trade, primarily in eating and drinking places, which should expand by 7,900 jobs. Wholesale trade establishments will add 8,100 jobs.

**Government** payrolls should increase by 20,600 jobs. Local government will grow by 18,200 jobs with local education providing 14,600 of the additional jobs.

**Manufacturing** employment should increase by 14,900 jobs, with most of the gain (11,200 jobs) in the durable goods category. Fabricated metal products and furniture and fixtures industries will lead the growth in durable goods. Nondurable goods



manufacturing employment will grow by 3,700 jobs due to growth in the rubber and plastics products industries.

**Construction** will answer the continued demand for residential, office, and heavy construction projects with 13,100 more jobs, led by special trade contractors (plumbing, painting, electrical work, carpentry, and an array of other construction specialties) up by 9,700 jobs.

**Transportation and public utilities** employment should increase by 6,700 jobs, with 5,500 jobs coming from transportation employers.

**Finance, insurance, and real estate** employment will grow by 3,600 jobs. The employment growth in the finance group will result from the expanding real estate market and more residential construction.

**Mining** will remain unchanged at 700 jobs.

### ***Occupations with the Greatest Absolute Job Growth<sup>1</sup>***

Source: Employment Development Department, Labor Market Information Division, Information Services Group And Occupational Employment Statistics Group

SOC Code	Occupation	Annual Averages		Number of New Jobs	Percent Change	Mean Annual Wage	Median Hourly Wage <sup>3</sup>
		2001 <sup>2</sup>	2008				
35-3021	Comb Food Prep & Serving Incl. Fast Food	12,100	15,920	3,810	31.5%	\$16394	\$7.43
25-2021	Elem School Teachers, Ex Special Ed	13,450	16,790	3,340	24.6%	\$51,327	(4)
41-2031	Retail Salespersons	19,520	22,760	3,240	16.6%	\$24,410	\$6.98
25-9041	Teacher Assistants	9,260	12,180	2,920	31.5%	\$24,180	(4)
41-2011	Cashiers	15,560	18,430	2,870	18.4%	\$21,226	\$8.49
53-3032	Truck Drivers/Heavy Tractor-Trailer	10,290	12,950	2,650	25.9%	\$37,876	\$18.02
47-2031	Carpenters	7,250	9,840	2,590	35.7%	\$38,879	\$19.36
53-7062	Laborers/Freight, Stock/Material Movers	11,680	12,100	2,420	20.7%	\$21,313	\$9.33
43-9061	Office Clerks, General	12,460	14,870	2,410	19.3%	\$24,054	\$11.11
37-2011	Janitors/Clean	8,410	10,480	2,070	24.8%	\$21,661	\$6.93
43-1051	Customer Svc Reps	7,320	9,360	2,040	27.9%	\$29,268	\$12.75
29-1111	Registered Nurses	9,050	10,970	1,920	21.2%	\$60,146	\$28.02
51-2092	Team Assemblers	8,270	10,150	1,780	21.3%	\$22,079	\$9.85
53-7054	Packers/Packgrs, Hand	6,920	8,650	1,730	25.0%	\$18,057	\$7.91
11-1021	General & Ops Mgrs	7,220	8,750	1,560	31.5%	\$94,426	\$37.74
25-2031	2 <sup>nd</sup> Schl Teachers, Ex Special & Voc Ed	5,220	6,740	1,520	29.1%	\$56,385	(4)
47-2061	Construction Laborers	4,180	5,670	1,490	35.6%	\$30,983	\$13.25
37-3011	Landscap/Grndkeepers	5,040	6,480	1,450	28.8%	\$21,520	\$9.14
35-3031	Waiters/Waitresses	6,380	7,750	1,360	21.3%	\$16,174	\$7.24
41-4012	Sales/Whlsale/Mfg.	6,490	7,820	1,330	20.5%	\$51,443	\$21.00

1. Occupational Projections available on line at [www.calmis.ca.gov](http://www.calmis.ca.gov)
3. Median Hourly Wage is for the Rive-SB Metropolitan Statistical Area
4. For some occupations workers may not work full-time all year-round



## Occupations with Projected Job Loss San Bernardino County 2001-2008

Source: <http://www.calmis.cahwnet.gov/FILE/demos&e/SanbrPIP.pdf>

Occupation	Annual Average Employment		Number of Jobs Lost	Openings Due to Separations	Education/ Experience
	2001	2008			
Word Processors & Typists	1,170	1,070	(100)	160	Moderate-Term OJT
Railroad Brake, Signal, Switch Operators**	340	250	(90)	90	Work Experience
Order Clerks	1,630	1,550	(80)	230	Short-Term OJT
Telephone Operators	200	150	(50)	40	Short-Term OJT
Meter Readers, Utilities	330	290	(40)	50	Short-Term OJT
Loan Interviewers & Clerks	520	490	(30)	20	Short-Term OJT
Switchboard Operators, Incl Answering Service	1,130	1,110	(20)	230	Short-Term OJT
Computer Operators	450	430	(20)	50	Moderate-Term OJT

\*\*Recent information indicates that massive retirements of railroad workers will cause this category to grow, rather than decline. Estimates are for the creation of as many as 100 jobs per year in San Bernardino County over the next 5 years. Please refer to web link below for the latest State projections.

For more detailed information pertaining the County's occupational outlook, visit <http://www.calmis.cahwnet.gov/FILE/demos&e/SanbrPIP.pdf>

## Employers

The number of reporting units (employers) in San Bernardino County totaled 39,690 during the 3<sup>rd</sup> quarter of 2003. Approximately 25,573 or 73.6% of all businesses employed fewer than 10 individuals. However, the remaining 26.4% of businesses that employed ten or more workers accounted for 88.1% of total employment, representing 501,217 jobs.

Between the 3<sup>rd</sup> quarter 2001 and the 3<sup>rd</sup> quarter 2003, the number of employers in San Bernardino County increased by 4,975. Businesses employing 1,000 people or more were the only employer size group not to grow - it remained unchanged at 27 firms.

The following chart is an alphabetical listing of the major employers within the County.



## Major Employers in San Bernardino County

Source: Employment Development Department, Labor Market Information Division, Information Services Group And Occupational Employment Statistics Group

Employer Name	Location	Industry
California State University	San Bernardino	Colleges & Universities
California Steel Industries	Fontana	Blast Furnace/Basic Steel Prods
Chaffey Community College	Alta Loma	Colleges & Universities
Community Hospital	San Bernardino	Hospitals
County of San Bernardino	San Bernardino	Public Administration (Gov't)
Environmental Systems Research	Redlands	Computer/Data Processing Srvc
Hub Distributing	Ontario	Family Clothing Stores
Jerry L Pettis Memorial Veterans Hospital	Loma Linda	Hospitals
Loma Linda University Medical	Loma Linda	Offices/Clinics of Medical Doctors
Ontario International Airport	Ontario	Airports, Flying Fields, & Services
San Manuel Bingo & Casino	Highland	Misc. Shopping Goods Stores
Snow Summit Mountain Resort	Big Bear Lake	Hotels & Motels
Stater Brothers Holdings Inc	Colton	Grocery Stores
University of Redlands	Redlands	Colleges & Universities
US Post Office	San Bernardino	U.S. Postal Service

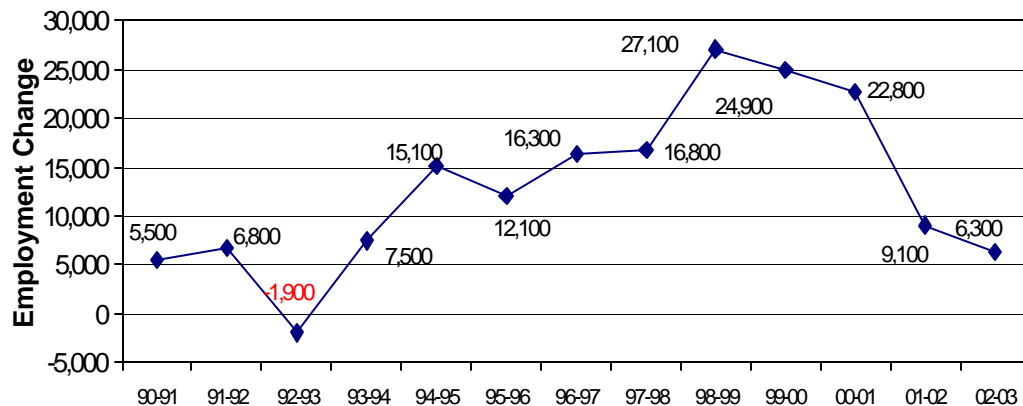
## Industry Employment

Employment in San Bernardino County accounted for approximately 3.9 percent of all jobs in California in 2003. The 1.1% job growth in 2003 was the weakest year-over employment change in San Bernardino County since 1993. San Bernardino County added 6,300 jobs in 2003.

## Year-Over Employment Change

### San Bernardino County 1990-2003

Source: Employment Development Department, Labor Market Information Division, Information Services Group And Occupational Employment Statistics Group

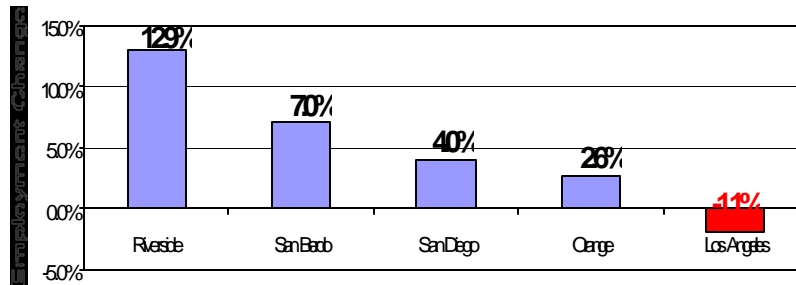




In the period from 2000-2003 San Bernardino County was second only to Riverside County for the fastest rate of job growth in Southern California.

### **Change in Industry Employment Southern California Counties (2000-2003)**

Source: Employment Development Department, Labor Market Information Division,  
Information Services Group And Occupational Employment Statistics Group



In 2003, the annual average number of jobs in San Bernardino County increased to 581,400. This is a gain of 135,000 (30.2 percent) from the 1995 total of 446,400 and an expansion of 168,000 (40.6 percent) over the 413,400 jobs posted for the 1990 annual average. Between 2000 and 2003, San Bernardino County gained 37,000 jobs.

How many jobs are there in a particular industry? The major Industry groups listed below are ranked by annual average employment for 2003:

### **Wage and Salary Employment by Industry San Bernardino County 2003 Annual Averages**

Source: Employment Development Department, Labor Market Information Division,  
Information Services Group And Occupational Employment Statistics Group

North American Industry Classification System (NAICS)	Rank	2003 Annual Average Employment	Percent of Employment
<b>Total Employment for all industries 1/</b>	<b>-</b>	<b>581,400</b>	<b>100.0%</b>
Trade, Transportation and Utilities	1	136,200	23.4
Government	2	115,400	19.8
Manufacturing	3	63,700	11.0
Educational and Health Services	4	63,700	11.0
Professional and Business Services	5	62,200	10.7
Leisure and Hospitality	6	47,500	8.2
Construction	7	37,600	6.5
Financial Activities	8	23,100	4.0
Other Services	9	20,400	3.5
Information	10	7,300	1.3
Farm	11	3,400	0.6
Natural Resources and Mining	12	800	0.1

1/ Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, household domestic workers and workers on strike.  
Totals may not add due to independent rounding.



## ***Jobs/Labor Force/Wages***

The California State Economic Development Department (EDD) reports the top 3 growth industries in the County for the period of 2001-08 are:

1. Construction—Special Trades
2. Construction—General Building Contractors
3. Business Services

The top 3 occupations with the greatest job growth and those with the fastest growth in the County for the period of 2001-2008 are:

Greatest Job Growth:

1. Service workers and Food Prep workers
2. Elementary school teachers
3. Retail salesperson

Fastest Job Growth:

1. Computer Support Specialists
2. Computer Software Engineers, Systems Software
3. Software Engineers, Applications

The top 3 occupations with the highest projected job loss for the period of 2001 – 2008 are:

1. Typists/Word Processors
2. Railroad Brake/Signal/Switch Operators
3. Order Clerks

Total labor force in the County rose from 852,800 to 870,800 by the end of 2003. This reflects an increase of 2.2% over the 2002 figure.

According to the 2000 Census, more than 21% (140,000) of the County's commuter workforce travels to Los Angeles and Orange Counties with only 50,000 commuters traveling into San Bernardino County from Los Angeles and Orange Counties. Additionally, over 57,000 San Bernardino County commuters travel to other counties, states and countries for employment.

In education, the California Department of Education reports that County student enrollment for 2003-04 was up 9.7% in San Bernardino County over 2002-03 numbers. Over the last 5 years, high school graduation rates have remained relatively unchanged, bouncing up and down between a high of 85.7% in 1999-2000 and a low of 83.6% in 1998-99. In 2002-03, the graduation rate in the County was 85.1%



**Labor Force Data for Sub-County Areas**  
**(Data Not Seasonally Adjusted)**  
**2003 Benchmark**

Source: Employment Development Department, Labor Market Information Division,  
Information Services Group And Occupational Employment Statistics Group

Regions	Labor Force	Employment Number	Unemployed	Unemployment Rate
Los Angeles County	4,788,800	4,451,700	337,100	7.0%
Orange County	1,575,600	1,515,900	59,700	3.8%
Riverside County	817,600	768,100	49,500	6.1%
<b>San Bernardino County</b>	<b>870,800</b>	<b>820,600</b>	<b>50,200</b>	<b>5.8%</b>
Adelanto – city	3,680	3,160	520	14.2%
Apple Valley – town	26,880	25,230	1,650	6.1%
Barstow – city	12,540	11,610	930	7.4%
Big Bear Lake – city	3,520	3,360	160	4.5%
Bloomington – CDP	8,730	7,940	790	9.0%
Chino Hills – city	21,110	20,680	430	2.0%
Colton – city	25,870	23,950	1,920	7.4%
Crestline – CDP	5,600	5,270	330	5.9%
Fontana – city	54,240	51,220	3,020	5.6%
Grand Terrace – city	8,110	7,850	260	3.2%
Hesperia – city	27,640	25,700	1,940	7.0%
Highland – city	21,510	20,050	1,460	6.8%
Lake Arrowhead – CDP	4,560	4,380	180	3.9%
Loma Linda – city	11,460	11,050	410	3.6%
Mentone – CDP	3,600	3,440	160	4.5%
Montclair – city	19,290	18,190	1,100	5.7%
Needles – city	2,640	2,530	110	4.1%
Ontario – city	89,160	84,240	4,920	5.5%
Rancho Cucamonga – city	73,390	70,710	2,680	3.6%
Redlands – city	40,380	38,900	1,480	3.7%
Rialto – city	44,520	41,770	2,750	6.2%
Running Springs – CDP	2,900	2,760	140	4.8%
San Bernardino – city	92,860	85,110	7,750	8.3%
Twentynine Palms – city	5,970	5,440	530	8.9%
Upland – city	46,820	45,000	1,820	3.9%
Victorville – city	22,340	20,570	1,770	7.9%
Yucaipa – city	18,500	17,770	730	3.9%
Yucca Valley – city	6,670	6,280	390	5.9%



### Average Wage per Job

Source: <http://www.bea.gov/region/regionals/drill.cfm>

Region	2000	2001	2002	% of Change 2001-2002
California	\$40,397	\$40,658	\$40,704	0.1%
Los Angeles	\$39,279	\$40,506	\$41,354	2.1%
Orange	\$38,821	\$39,895	\$40,830	2.3%
<b>San Bernardino</b>	<b>\$29,788</b>	<b>\$30,940</b>	<b>\$32,083</b>	<b>3.7%</b>

### Average Hourly Wage Comparison

Source: U.S. Bureau of Labor Statistics

Region	Industry Title	January - 2003	December - 2003	% of Change	12-Month Average
California	Manufacturing	\$15.02	\$15.26	1.6%	\$15.05
California	Durable Goods	\$15.76	\$16.04	1.8%	\$15.86
California	Non-Durable Goods	\$13.85	\$14.05	1.4%	\$13.80
<b>Riverside/San Bernardino</b>	<b>Manufacturing</b>	<b>\$13.20</b>	<b>\$13.59</b>	<b>3.0%</b>	<b>\$13.36</b>
<b>Riverside/San Bernardino</b>	<b>Durable Goods</b>	<b>\$13.42</b>	<b>\$13.98</b>	<b>4.2%</b>	<b>\$13.63</b>
<b>Riverside/San Bernardino</b>	<b>Non-Durable Goods</b>	<b>\$12.68</b>	<b>\$12.65</b>	<b>(0.2%)</b>	<b>\$12.71</b>

### Poverty Income Guidelines by Family Size<sup>a</sup>

Source: [http://www.dof.ca.gov/HTML/FS\\_DATA/LatestEconData/Data/Income/Bbpoverty.xls](http://www.dof.ca.gov/HTML/FS_DATA/LatestEconData/Data/Income/Bbpoverty.xls)

Family Size	2003
1	\$8,980
2	\$12,120
3	\$15,260
4	\$18,400
5	\$21,540
6	\$24,680
7	\$27,820
8	\$30,960
Increase for each additional person:	\$3,140

<sup>a/</sup> Poverty income guidelines for all states (except Alaska and Hawaii) and DC.



## Public Assistance

San Bernardino County's welfare rolls continue to drop in 2003, with the exception of General Relief and Food Stamps. General Relief rolls had a 22% increase over that of 2002, up from the previous year's increase of 3.8%. The Food Stamps program showed an increase of 6.1% after the previous year's decrease of 2%.

### Public Assistance Recipients by Program San Bernardino County 2001-2003

Source: California Department of Social Services

Recipients by Program	July			California July 2003
	2001	2002	2003	
California Work Opportunity and Responsibility to Kids (CalWORKSs) (a)	103,497	94,066	87,921	1,144,967
Adults	24,598	21,283	16,714	237,450
Children	78,899	72,783	69,207	907,517
Food Stamps (b)	116,494	114,214	121,160	1679508
General Relief (c)	394	409	497	98,020
Refugee Cash Assistance (d)	17	13	11	1,064
Welfare to work (e)	24,701	24,592	21,899	218,753

(CalWORKSs) California Work Opportunity and Responsibility to Kids

### Public Assistance Recipients (CalWORKSs) Characteristics of Recipients 16 Years and Older San Bernardino County 2001-2003

Source: California Department of Social Services

Characteristics	July			California July 2003
	2001	2002	2003	
Total Recipients 16+	35,850	32,590	30,460	396,650
Male	6,860	6,240	5,830	75,920
Female	28,990	26,350	24,630	320,730
16-20	7,560	6,870	6,420	83,660
21-44	25,540	23,220	21,700	282,610
45-54	2,190	1,990	1,860	24,200
55+	560	510	480	6,190
Whire (Non-Hispanci)	11,490	9,880	9,000	9,000
Balck (Non Hispanic)	8,560	7,670	7,360	83,640
Hispanic	14,490	13,740	13,160	182,280
Asian & Pacific Islander	960	770	660	25,030
American Indian	280	230	290	2,920
Filipino	70	90	80	2,880



The County's female and Hispanic populations remain at the top of the list for public assistance while the total recipient count continues to decline.

To access the detailed report for county comparison, visit the California Department of Social Services at <http://www.dss.cahwnet.gov/research>, Report ABCD 350.

### ***Crime Statistics***

The following charts depict crime statistics for 2002. This information was released during 2003. Between 2001-02, overall crime in the County increased 4.0%. However, violent crime decreased 0.7% and property crime increased by slightly more than 5.8%.







**Total Law Enforcement Dispositions of Adult  
and Juvenile Arrests by Level of Offense  
San Bernardino County**

Source: [http://Justice.Hcdcojnet.State.Ca.Us/Cjisc\\_Stats/Prof02/](http://Justice.Hcdcojnet.State.Ca.Us/Cjisc_Stats/Prof02/)

<b>LAW ENFORCEMENT DISPOSITIONS</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002*</b>
Total Law Enf Dispos	81,157	85,941	85,750	81,563	87,921	86,160	83,019	84,966	89,182	92,634
Adult Arrest Dispos	66,572	71,276	71,014	66,006	68,714	66,903	64,692	66,974	70,296	73,615
To Other Agency	161	113	132	130	303	281	93	118	220	218
Released	3,855	4,058	4,315	4,315	4,983	4,171	3,444	2,764	2,775	2,338
Complaints Sought	62,556	67,105	66,567	61,561	63,428	62,451	61,155	64,092	67,301	71,059
Juvenile Arrest Dispos	14,585	14,665	14,736	15,557	19,207	19,257	18,327	17,992	18,886	19,019
To Other Agency	66	38	67	58	50	93	45	31	26	41
Within Dept	3,148	2,807	2,184	2,377	2,429	1,703	1,353	671	2,446	1,125
Juvenile Probation	11,371	11,820	12,485	13,122	16,728	17,461	16,929	17,290	16,414	17,853

\*2002 is most recent data available



**Total Felony Arrests**  
**By Gender, Offense And Arrest Rate**  
**San Bernardino County**

Source: [http://Justice.Hdcdojnet.State.Ca.Us/Cjisc\\_Stats/Prof02/](http://Justice.Hdcdojnet.State.Ca.Us/Cjisc_Stats/Prof02/)

Offense and Gender	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002*
Total Felony Arrests	34,552	37,906	37,103	33,324	35,253	31,798	29,730	31,554	33,122	34,620
Male	28,652	31,320	30,692	27,434	28,655	25,697	23,943	24,894	26,178	27,299
Female	5,900	6,586	6,411	5,890	6,598	6,101	5,787	6,660	6,944	7,321

**Total Misdemeanor Arrests**  
**By Gender, Offense And Arrest Rate**  
**San Bernardino County**

Source: [http://Justice.Hdcdojnet.State.Ca.Us/Cjisc\\_Stats/Prof02/](http://Justice.Hdcdojnet.State.Ca.Us/Cjisc_Stats/Prof02/)

Offense and Gender	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002*
Total Misdemeanor Arrest	45,594	46,597	47,089	46,320	49,375	50,209	49,346	49,877	52,660	55,537
Male	36,927	37,543	37,357	37,033	39,007	39,986	39,074	39,268	41,171	43,005
Female	8,667	9,054	9,732	9,287	10,368	10,223	10,272	10,609	11,489	12,532

\*2002 is most recent data available



## 2003 CEDS Economic Development Activities and Evaluation

The County's overall goals for 2003, which we report in this 2004 CEDS, were focused on three major goals: expanding the employment base, improving economic stability, and promoting economic diversity. These basic goals are not only affected by the objectives set, strategies developed, action plans implemented, but by the level of community and private-public sector acceptance.

In 2003 the County undertook its economic goals very aggressively. Which goals were met, which ones fell short of success, and the reasons for such are sometimes debatable.

### 2003 Goals

2003 CEDS SHORT-TERM GOALS	Have they been met?	
	NO	YES
1. Focus on business retention		✓
2. Increased employment through business expansion		✓
3. Support the economic development efforts of local economic development entities		✓
4. Support partnerships with educational institutions		✓
5. Assist businesses in the High Desert, Morongo Basin, and Mountains by the establishment of a one-stop center for businesses <sup>a</sup>	x	✓
6. Achieve private sector support of strategies		✓
7. Support entrepreneurial training and venture capital access		✓
8. Encourage college and university community involvement in private sector technology initiatives		✓
9. Support the development of high-speed communications infrastructure		✓
10. Development and implement an efficient program for recruiting tech firms		✓
11. Assist cities with the preparation of grant/funding applications as requested		✓
12. Develop outreach program to high technology based firms		✓
13. Maintain the status of the Agua Mansa Enterprise Zone		✓
14. Utilize JESD job placement resources for college graduates		✓

<sup>a</sup> One-Stop center opened in Hesperia in 2002 and another was opened in 2003 in Rancho Cucamonga. Other centers were discussed for the Mountain and the Morongo Basin areas. To date, no opening dates have been announced.



Of the 14 short-term goals listed above, all were substantially met. The establishment of a Business Resource Center (BRC) in the High Desert has been a valuable resource to our businesses, and the newly created BRC in the City of Rancho Cucamonga is also seeing great success. Plans to establish BRCs in the mountain and east desert regions of the County have been put on hold due to serve budget constraints.

With funding sources an issue in 2003, other avenues of support for County short-term goals were needed. In instances where County goals were in alignment with those of educational institutions and/or non-profit organizations, the County chose to support their efforts rather than duplicate the endeavors. This strategy created and solidified crucial private-public partnerships.

Two short-term goals were supported through effective collaboration:

- Development and implementation of an efficient program for recruiting tech firms; and
- Develop outreach programs to high-tech based firms.

Through sponsorship collaboration with the Inland Empire Economic Partnership (IEEP), hi-tech firms are recruited. In partnership with the IEEP and a grant from the State of California, the County sponsors the Regional Technology Alliance, which is an outreach program for hi-tech firms. In 2004, the County will be lending assistance to the Office of Technology Transfer and Commercialization, which is located at California State University in San Bernardino, as they begin a wide-scale marketing of their efforts to encourage the growth of local entrepreneurial high-tech companies.

In evaluating 2003's long-term goals, each goal continues to be appropriate for the County as a whole and some on a regional basis – as each sub-sector economy dictates. The long-term goals are found in the 2002 CEDS and its 2003 update.



## ***2003 Objectives and Measuring the Performance of the 2003 CEDS***

### **Objectives**

The following is a list of the 2003 CEDS objectives from the 2003 CEDS:

- Business loans (SBA, Micro, Bus-ex, etc.)
- Jobs created/retained
- CalWORKs recipients employed
- Change in assessed valuation
- Change in public assistance rolls (decrease)
- Change in sales tax base
- Hourly wage comparison (Riv-SB Co PMSA)
- Median home price for Q4/200x:Q4/200x
- Employment growth
- Unemployment rate
- CPI for all urban consumers – Los Angeles/Riverside/Orange/Ventura/San Bernardino County, CA (CMSA)

### **Performance Measures**

To qualitatively evaluate the 2003 CEDS, the above objectives were used. For each Objective, a Performance Measure was determined. At the end of 2003, each objective was measured and results are shown in below.

In 2003, the County did not do as well as expected in comparison to State and National economic indicators. Out of the 13 Performance Measures (PM) the County used as its economic indicators, 6 objectives exceeded their PMs, 4 objectives failed their PMs, 2 objectives only exceeded their State and National PMs, and 1 objective only surpassed its local PM.

All objectives, including PMs and outcomes, are shown in the chart below. The 6 objectives that successfully excelled over their established PMs need no explanation. However, the remaining 7 objectives that either partially or completely failed to attain their PMs require analysis as to whether or not failure was brought about through a lack of or a breakdown of certain strategies now employed.

The first objective that failed is the number of business loans that the County made to existing small and emerging businesses. In 2003, the County's loan program funded 23% less loans than in 2002. Interest rates appear to be the influencing factor. With interest rates reaching historic lows in 2002-2003, small businesses were able to obtain financing on their own and did not require County assistance. As interest rates in 2003-2004 begin to climb, demand for County assisted financing is most likely again to increase. The County will continue its strategy for outreach to small-emerging businesses. If in 2004, the numbers continue to decline, outreach strategies will be reviewed.



The next 2 failed objectives deal with the percentage CalWORKs recipients employed during 2003 in comparison to the percentage employed during 2002 and the change (decrease) in public assistance rolls for the same time period. It is very possible that these results are due to the fact that the total number of participants in the CalWORKs and general assistance programs decline each year. It may therefore be reasonable to expect that the number of employed participants and those who drop off the assistance rolls will also decline. Further study, to include 2003, 2004, and 2005 reported figures, will be made and strategies adjusted as necessary.

The last objective that completely fell short of its PMs is the average the hourly wage increase. The County's increase was less than 1% which was a marked decrease from last year's 4.7% increase. The State's hourly wage increase was a mere 1.4%. The cause of this meager increase in the County's average hourly wage is most likely due to the increase in the creation of jobs in the service industry and the lower wages that follow. The solutions to the County's minute increase in its average hourly wage are the creation of higher paying jobs, the preparation of a quality workforce to obtain those jobs, and the support of those businesses that will create those jobs. Current strategies address these issues.

Two objectives exceeded their State and National PMs, but fell short of reaching their local PM. The change in employment growth objective of 1.8% was significantly higher than the State's and the National percentages of .04% and 0.9%, respectively. However, it is far short of last year's 3.7%. The unemployment rate objective, while barely surpassing its State and National PM, barely missed attaining its local PM by 0.1%. Employment growth and unemployment are inversely proportional - that is as employment grows, unemployment falls. This was precisely the case in 2002. While these 2 County objectives did not successfully exceed all of their PMs, they were in the correct sequence for success.

The last objective, exceeding 2 out of 3 PMs, is the Consumer Price Index (CPI). The County's CPI is included with the CPI of Los Angeles, Riverside, Orange, San Diego, and Ventura Counties. To have any effect on the County's CPI, any strategies must be aimed toward the other counties as well. Since resources and strategies are neither available, nor practicable, this economic indicator and its PM is reported for informational purposes. However, the CPI for 2003, bested itself from 2002.

Solutions to the County's objectives not exceeding or meeting appropriate Performance Measures are found in the County's economic strategies as presented in this year's 2004 CEDS. In this 2004 CEDS, each strategy is considered to be functionally adequate and appropriate for the many tasks placed before the County. Additionally, after two or more years of data collection, trends may be identifiable and County strategies appropriately modified.



## Objectives and Performance Measures for 2003

Source: <http://www.boe.ca.gov> - <http://www.calmis.ca.gov> - <http://www.bls.gov> - <http://dof.ca.gov> - <http://www2.fdic.gov> - <http://www.car.org>

Objective	Performance Measures as Reported in 2003 CEDS			County 2003	Was the Objective met?	
	State 2003	National 2003	County 2002		YES	NO
Business loans (SBA, Micro, Bus-ex, etc.)			=>13	10		X
Jobs created/retained			=>1,112	1,597	X	
CalWORKs recipients employed			=>17.7%	16.3%		X
Change in assessed valuation	=>7.2%		=>6.8%	8.0%	X	
Change in public assistance rolls (decrease)	=>(14%)		=>(9.0%)	(6.5%)		X
Change in sales tax base	=>(3.2%)		=>3.5%	8.5%	X	
Hrly Wage Comparisons (Riv-SB Co PMSA)	=>1.4%		=>4.7%	.94%		X
Median price home increase (Q4/2002:Q4/2003)	=>17.9%		=>18.2%	25.2%	X	
Change in sales tax permits in the County	=>(2.3%)		=>4.4%	4.8%	X	
Change in vehicle registration	=>(2.6%)		=>5.7%	9.4%	X	
Change in employment growth	=>.04%	=>0.9%	=>3.7%	1.8%	X	X
Unemployment rate	=<6.7%	=<6.0%	=<5.7%	5.8%	X	X
CPI – All Urban Consumers - Los Angeles - Riverside-Orange-Ventura-San Bernardino County, CA (CMSA)	=<2.3	=<2.3	=<2.8	2.6	X	X

\*Due to Welfare to Work, the total number of participants declines each year, therefore it is expected that numbers employed will decline as well.

## 2003 Strategies

The following is a summary of what activities took place during 2003 for each specific strategy. The summary also identifies those efforts which are on-going.







<b>Strategy: Focus on Business Retention and Expansion of Existing Businesses</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Existing businesses should have the priority for use of County economic development resources with emphasis on retention and expansion of County businesses to assist them	ECD; JESD; OSBD	JESD Business Resource Specialists [BRS] (formerly Job Developers) call on businesses and seek to determine their needs. They promote business loans through ECD
Providing training programs for existing and new employees	WIB; JESD; SBDC	Workforce Investment Board/JESD accepts OJT and Skills Upgrade proposals; BRS
Providing convenient One-Stop Centers to assist employers	ECD; JESD; OSBD; Community College Districts	JESD job developers/High Desert BRC, West End BRC
Use tax increment financing where available for infrastructure development	ECD; RDA	RDA programs
Support capital investment approaches aimed at regional investments dealing with fostering existing businesses	ECD; RDA	Business loans through ECD RLF
Support development incentives aimed towards lowering labor costs	WIB; JESD	Outreach
Support programs that assist vendors and contractors access County and federal, state and local public institutions business	ECD; OSBD; SBDC; JESD	OSBD programs and procurement conferences; Business Resource Specialists referrals
Support small Businesses with: <ul style="list-style-type: none"> <li>• Business consulting</li> <li>• Film connection database</li> <li>• Government procurement assistance</li> <li>• Information resources</li> <li>• International trade</li> <li>• Seminars and workshops</li> </ul>	ECD; RDA; JESD; OSBD; HD and West End BRCs	ECD contracts with SBDC/IEEP. BRCs hold several free or low cost seminars each month for small businesses. OSBD conducts seminars on procurement of government contracts.
Assist laid-off workers and work toward better job retention efforts	WIB; JESD	WIB/JESD applies for Rapid Response dollars, receiving substantial increase in 2003. Applying for Layoff Aversion dollars to assist businesses before layoffs occur. Business Resource Specialists alert County of problems as early as possible to avoid layoffs



<b>Strategy: Enhance Labor Force</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Enable electronic access to a pool of knowledgeable workers, expertise, and technical resources	ECD; JESD; EDD; BRCs	Job database on-line for employers and future employees; updated JESD web-site with grant from State Job Creation Investment Fund; access to EDD CALJobs Website at One Stops; Employers access info online at High Desert and West End BRCs
Assist in preparing dislocated worker with new careers and new locations	JESD; WIB	JESD and WIB programs for training, workforce development, and job matching; job fairs; Business Resource Specialists
Partnership to better educate the workforce	JESD; UCSB; SBVC; CHCM; VVCC; CMCC; BCC; WIB; Alliance for Education	Various sponsorships by ECD to support educational institution goals and programs; JESD training programs; WIB goals and projects; Alliance for Education subgroup of economic developers and educators tracks unfilled jobs to seek ways to fill them.
<b>Strategy: Support a Regional Approach to Workforce Preparation</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Create a permanent regional workforce, education and economic development forum	ECD; WIB; IEEP; Alliance for Education	Workforce Investment Board helps sponsor the Alliance for Education, a partnership of public sector, education and business to build/grow a competent workforce and help fill current workforce gaps
Develop technical training initiatives that respond to employer-identified occupational needs and skill requirements	ECD; IEEP; JESD; WIB	Applications for State grant funding; WIB funding available for approved Skills Upgrade programs
Support a regional network of one-stop job training and employment service centers that treat employers as major customers	ECD; OSBD; JESD; SBA	Hesperia and Rancho BRCs
<b>Strategy: Create Endangered Species Habitat Mitigation for Economic Development Activities</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Continue to support consortium of valley cities to purchase lands	ECD; RDA; AMEZ; LUSD; IEEP; USFWS	Has set aside land for the Delhi Sands Flower Loving Fly in the AMEZ; Assistance available when requested
Pursue funding to pay for lands purchased	ECD; AMEZ	Assistance available when requested



<b>Strategy: Streamlining Permits</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
In conjunction with the County of San Bernardino Department of Land Use Services, develop a fast-track permitting process.	ECD; LUSD	Currently working on a case-by-case basis
Continue to support the efforts of the State and other local partners in their efforts to provide fast-track permitting.	ECD; LUSD	Currently working on a case-by-case basis
<b>Strategy: Support Local and Regional Business Development</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Big Bear Economic Development Committee	ECD; SBVC	Financially supported hiring of Event Manager; assistance with locating facilities for Community College support; Supply demographic data as requested; supports local area community events to enhance tourism; addressing local housing issues
Economic Council of Pass Area Communities	ECD	Supports joint marketing and job development efforts of the East Valley in conjunction with Riverside County;
High Desert Opportunity	ECD; JESD; OSBD	Financially supports conference; staff support; assists in the development of a Broker's Bus Tour
Inland Empire Economic Partnership	ECD	Contract yearly with the IEEP for economic development services
Inland Valley Development Authority	ECD; JESD; SBVC	Staff support for economic development projects when requested
Lucerne Valley Economic Development Association	ECD	Staff support
Morongo Basin Regional Economic Development Consortium	ECD; JESD	Financially supports consortium in economic development activities; staff support
Victor Valley Economic Development Authority	ECD; RDA	Active member of the joint powers authority for redevelopment of the area surrounding closed George Air Force Base; joint marketing efforts



<b>Strategy: Pursue Aggressive Outreach Efforts to Recruit, Develop, and Promote Local Small Businesses Through the County Office of Small Business Development Support</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Assure fair treatment for all parties involved in County contracting	ECD; OSBD; RDA; JESD	OSBD programs
Continue to provide management and business development services for small businesses	ECD; OSBD; SBDC	ECD contracts with SBDC
Continued partnership with the County's Department of Economic and Community Development	JESD; RDA; OSBD	Joint marketing efforts
Ensure that County departments provide ESBEs equal access to County contracts and subcontracts	OSBD	OSBD programs; procurement conferences
Identify any barriers that negatively impact the ability of ESBE vendors to compete for County contracts and explore ways to mitigate these barriers	OSBD; SBDC	OSBD programs; procurement conferences
Improve the efficiency of the County's contracting process	OSBD	OSBD programs; procurement conferences
Maintain OSBD's database of local ESBEs, small business vendors, and County procurement opportunities	OSBD; ECD	OSBD programs; procurement conferences
<b>Strategy: Marketing and Promotion</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Continued marketing and promotion of the County's assets	ECD; JESD; AMEZ	Joint trade show, conference, marketing, sponsorship efforts; speaking at chambers; AMEZ joint promotional marketing events; sponsorship of annual conferences
Partner with other economic development organizations as they market and promote the area	ECD; IEEP; OSBD; SBDC; IETC; IEFC; VVEDA; ECOPAC; MBREDC; HDO; RDA	Joint marketing efforts at trade shows, economic development conferences, procurement conferences
<b>Strategy: Tourism</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Continued support of regional tourism efforts by economic development organizations, tourism boards, and cities	ECD; IEEP; IEFC; IEBA; BVEP	Financially supports the IEFC and IETC through the IEEP; staff support; joint marketing efforts;
Partner with other economic development organizations as they market and promote the area	ECD; IEEP; IEBA; JESD	Supports the BVEP event manager; joint marketing efforts



<b>Strategy: Infrastructure as Development Contributions</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Continue development fee program areas within the unincorporated portions of the County.	DPW; LUSD	Development fee areas continue to exist and infrastructure continues to be built
Staff shall ensure that the requirements of the County of San Bernardino Development Code, for development within the unincorporated portions of the County, are adhered to or mitigated so there shall be no impact upon the future development of the area as a result of the development.	LUSD; DPW; ECD	Confers with LUSD on projects; assist public to understand the process; assist public in moving their projects through the system
<b>Strategy: Inter-Modal Transportation Facilities</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Support use of extensive transportation systems to enhance the development of inter-modal development.	ECD; IEEP; RDA; SCLA; IVDA	Staff support when needed; supports regional and local transportation conferences/seminars; promote rail service in Industrial Parks
<b>Strategy: Industrial Parks</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – as needed</b>
Support the establishment of industrial parks	ECD; AMEZ	Assist with EDA application for infrastructure
Investigate growth and decline of county's industry clusters	ECD; RDA; JESD	BRSs conduct ongoing field research
<b>Strategy: Enterprise Zones</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Continue involvement in the Agua Mansa Enterprise Zone	ECD; JESD; AMEZ	ECD is Administrator of the AMEZ; staff support for marketing, vouchering of employees; job fairs, training programs
Continue involvement in the Recycling Market Development Zones	ECD; JESD; AMEZ	Staff support for marketing, vouchering of employees; promote low interest loans for recyclers
<b>Strategy: Trade Missions/Import-Export Business Development</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Support the Inland Empire Economic Partnership in its efforts to promote international trade and development	ECD; IVDA; SCLA; County Cities and Towns	ECD yearly contract with IEEP; financially supported SCLA with contract for marketing ; partner with cities in their international efforts
Support the established Foreign Trade Zones within the County	ECD; CTTC	Staff support as required



<b>Strategy: Plan for New Labor Market</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Plan for new labor markets in partnership with educational institutions	ECD; WIB IEEP; UCSB; Alliance for Education	Alliance for Education economic development/education subgroup prepares forecasts of growing occupations so the WIB, educators and business can prepare necessary curricula
<b>Strategy: Target Specific Industries for Fit into a Particular Economic Strategy</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Work with cities for this strategy to assure industry fit into a sub-sector economy of the County	ECD; RDA; MBREDC; BVEP; HDO; ECOPAC; IEEP	Contract with IEEP; Community Partners; staff support as necessary
<b>Strategy: Enhanced Business Formation Through Partnerships</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
The County shall develop programs that bring together economic development resources to accelerate the development and commercialization of new technologies that can help make small and medium sized businesses internally competitive	ECD; IEEP; SBDC; JESD; UCSB; CTTC; CALED; SCE; Cal State's OTTC	ECD contracts with the IEEP/SBDC; support educational institutions with their programs; technical assistance; BRSs take energy efficiency programs directly to our small businesses
<b>Strategy: Develop Strategies in Conjunction with Affected Cities to Maintain Military Bases</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
The County shall be pro-active in the strategy to keep its military bases intact	ECD; SWDA	Financially support the SWDA
Assist in the development of partnership with Bases (Southwest Defense Alliance, affected cities)	ECD; High Desert Cities; Fort Irwin; Nebo; MCLB Barstow	Assisted the City of Barstow in planning for a joint conference with military and community leaders – Partnership for Preparedness; maintain open dialogue; Work with Congressional Representative to coordinate assistance that is available; assist in coordination for base reuse facility; participate in a High Desert economic development group
Unify communities	ECD; High Desert Cities	Work through HDO, VVEDA, ARC, ECOPAC



<b>Strategy: Technology Plan</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken</b>
Community outreach programs	ECD; IEEP; RTA; CTTC; JESD; SCE	ECD contracts with RTA through the IEEP; BRS's energy efficiency program
Nurture long-term public-private relationships to ensure that the County offers a favorable environment for high-tech industry generations to come	ECD; IEEP; RTA; CTTC; JESD; SCE	ECD contracts with RTA through the IEEP; BRE's energy efficiency program
Disseminate information about technology applications	ECD; IEEP; RTA; CTTC; BRCs	ECD contracts with RTA through the IEEP; BRC managers attend training on Tech grants
Formulate a plan to enhance technology base of the County	ECD; IIEEO; RTA; CTTC	ECD contracts with RTA through the IEEP; assist with Cal State's OTTC efforts
<b>Strategy: Develop Community Outreach Programs</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken</b>
Encourage citizen participation while supporting the continuity of County policy	ECD; JESD; RDA	ECD issued CEDS questionnaires to communities for their input; speaks at chamber meetings regarding the County loan programs
Encourage communication between groups and individuals	ECD; RDA; JESD	Participate in the East Valley Promotional Group; assist in Alliance for Education subgroup activities
Reduce uncertainty for business and individuals who want to take economic risks	ECD; RDA; JESD	ECD continues its RLF
Relate to long-terms goals of the civic culture	ECD; RDA; JESD	Does not interfere with the economic development plans, strategies, or actions of the communities, but strives to aid and direct them when requested
<b>Strategy: Support and Develop Networking Programs</b>		
<b>Tasks</b>	<b>Organizations</b>	<b>Actions Taken – on-going</b>
Support community colleges to expand fledgling programs into effective and successful operations.	ECD; WIB; UCSB; SBVC; IEEP; CTTC	Supported SBVC EDA project for a training school at the closed Norton Air Force Base; WIB funding of SBVC tech classes
Support community colleges to connect business outreach with education and training	ECD; JESD; CHCC; CTTC	Support the economic development efforts of Crafton Hills Community College Business Resource Directory



<b>Strategy: Workforce Investment Board</b>		
<b><i>Tasks</i></b>	<b><i>Organizations</i></b>	<b><i>Actions Taken – on-going</i></b>
Support and maintain the Workforce Investment Board (WIB)	ECD; JESD; RDA	Job training programs; youth programs; ED sub committee
<b>Strategy: Capital Improvement Budgeting</b>		
<b><i>Tasks</i></b>	<b><i>Organizations</i></b>	<b><i>Actions Taken – on-going</i></b>
Support its cities wherever possible through cooperative agreements for infrastructure improvements	DPW; RDA; AMEZ; VVEDA	DPW enters into agreements for infrastructure improvements with cities when requested and when deemed cost effective; RDA coop with Montclair for street improvements
<b>Strategy: Continue Comprehensive Economic Development Planning</b>		
<b><i>Tasks</i></b>	<b><i>Organizations</i></b>	<b><i>Actions Taken – on-going</i></b>
In order to carry out this strategy, the county will need to partnership with many organizations – educational, governmental, community-based	ECD; RDA; JESD; IEEP	250 CEDS questionnaires were mailed to local government and educational institutions, municipal advisory committees, public utilities, and other County departments



## **2004 Goals/Objectives/Strategies**

In light of the State's budget deficits and its impact on the County's budget, the goals for the 2004 CEDS will have to be adjusted accordingly. While goals have been redirected and objectives redesigned, the economic indicators developed, along with performance measures, have remained the same with one exception—technical assistance to businesses has come “front and center” due to the partnership between ECD and the Business Resource Centers. The BRCs offer a variety of seminars to assist our small businesses, and offer technical support through their partnership with the San Bernardino County Library, making the BRCs the first branches of the County Library system to be business-based. Materials can be reserved at any County Library and checked out at the BRCs.

### **2004 Goals**

The County's 2004 vision of a comprehensive economic development strategy focuses again on three main goals: expanding the employment base, improving the economic stability of our businesses, and promoting economic diversity.

Short-term and long-term goals remain the same as reported in the 2003 CEDS.

### **2004 Objectives and Measuring the Performance of the 2004 CEDS**

Objectives and Performance Measures for the 2004 CEDS utilize 2003 CEDS objectives and performance measures.

### **Objectives**

The following is a list of the 2004 CEDS objectives from the 2003 CEDS:

- Business loans (SBA, Micro, Bus-ex, etc.)
- CalWORKs recipients employed
- Change in assessed valuation
- Change in public assistance rolls (decrease)
- Change in sales tax base
- Jobs created/retained
- Unemployment rate
- CPI for all urban consumers – Los Angeles-Riverside-Orange-Ventura-San Bernardino County, CA (CMSA)
- Employment growth
- Change in vehicle registration
- Hourly wage comparison (Riv-SB Co PMSA)
- Median home price for Q1/200x:Q1/200x



## Performance Measures

The County will use California and National economic indicators as its benchmarks to determine its performance measures for economic growth. Performance measures for the 2004 CEDS will be the economic indicators for 2003, with the addition of a category for Technical Assistance to Businesses, which will be reported through the High Desert and the West End Business Resource Centers.

### *Objectives and Performance Measures for 2004\**

Objective	Performance Measures		
	State 2004	National 2004	County 2003
Business loans (SBA, Micro, Bus-ex, etc.)			>10
CalWORKs recipients employed			>14,300
Jobs created/retained			>144
Technical Assistance to Businesses			>1,000**
Change in assessed valuation	=>State		=>8.0%
Change in public assistance rolls (decrease)	=>State		=>(6.5%)
Change in sales tax base	=>State		=>8.5%
Hrly Wage Comparisons (Riv-SB Co PMSA)	=>State		=>.94%
Median price of existing SFR (\$1,000)	=>State		=>14.1%
Change in sales tax permits in the County	=>State		=>4.8%
Change in vehicle registration	=>State		=>9.4%
Employment growth	=>State	=>National	=>1.8%
Unemployment rate	=<State	=<National	=<5.8%
CPI – All Urban Consumers - Los Angeles-Riverside-Orange-Ventura-San Bernardino County, CA (CMSA)	=<State	=<National	=<2.6

\*Numeric measures will utilize 2004 projections, and be listed in the 2005 CEDS

\*\*New measure, reporting 2004 numbers, beginning in 2005 CEDS

## 2004 Strategies

One of the most important strategies the County offers its cities and towns is to actively support and assist them in implementing their economic strategies. With the County actively focusing on retention and expansion, attraction efforts are left to local governments with County involvement only when requested. Additionally, the County supports its educational institutions and Alliance for Education efforts that enhance and prepare the workforce. The strategies for the 2004 CEDS remain the same; the success or failure of which will be reported in the 2005 CEDS.



## **2004 CEDS Public Input**

For public input for the 2004 CEDS, the County used the input gathered over the past several months from the public meetings held to prepare for a massive update of the County's General Plan. Meetings were scheduled throughout the main regions of the county, and were generally well attended. This input was used in place of a mailed survey, which was used in the past. It was determined that it was best to take advantage of these well-attended meetings, since the goal was to find out how the public feels the county is doing to meet the needs of their communities. When gathered and reviewed, it was found that this public testimony from the General Plan update served to encompass a broader cross-section of the issues faced by the County's regional economies than had been received in past survey mailings.

By compiling the input received in the 22 public meetings held for the update of the General Plan, the County has formulated its vision for the future, as reflected through the concerns of its citizens. The vision statement, called "Vision 2025" contains a vision for the future of the County - a vision for where we live, where we work, and how we play. ([www.sbcountygeneralplan.net](http://www.sbcountygeneralplan.net))

Because the CEDS is the official document used to enumerate the needs of our County, following is a synopsis of the public comments by general County area, followed by "bullet-point" comments gathered in our unincorporated areas, outlining what citizens in those communities perceive as needs.

### ***High Desert***

In the High Desert, public input included the desire by citizens to take better advantage of the natural resources of the desert and promote its assets. Conversely, many of the comments regarded the need for turn lanes and infrastructure improvements, due to the danger of remote roads and highways. Merge lanes or aprons are also often mentioned as a safety concern, since side roads intersecting more major roads or highways pose a threat to cars and trucks entering the roadway from a dead stop.

The community of Baker's residents listed a lack of access to the County and its services due to having no local office in this remote area. They have concerns about the sewer system in their Community Services District, and fear it may be inadequate, and have major concerns about issues of flooding, fire protection, and the availability of other emergency services.



## ***Morongo Basin***

In the Morongo Basin and out through to the eastern border of the County, the issues are similar to issues in the High Desert. There is excessive speeding on the roads and highways, leading to unsafe roadways—again, turn lanes or road aprons are often requested to help motorists merge safely onto roads and highways. Off road vehicles tend to travel where they please, regardless of permission or lack of legal access. There is also a need for more code enforcement activities, as mentioned in virtually every public meeting.

Morongo area residents are more vocally sensitive to light pollution than other areas of the County, primarily because they nationally promote stargazing (Starry, Starry Nights in October each year), and have received national recognition for their amateur astronomy activities.

## ***East Valley***

East Valley communities, in the direct path of growth from the west, mentioned concerns about massive housing developments and the problems they will cause—additional traffic on already-congested streets and interstate highways, crowded schools, and the potential lengthening of emergency response times. Train traffic noise and pollution are also a concern.

A lack of recreational activities for youths was mentioned often at East Valley meetings. Requests for parks and open space, along with requests for Community Centers with youth activities, were common citing that occupied young people are less likely to commit crimes against property and against other people.

## ***West Valley***

Citizens in the West Valley (West End) voiced even more concern about the presence of gangs and the need to provide safe recreational opportunities for young people. They also mentioned that the County has an “image problem”, and is seen as “lower” in status than areas further west, including Los Angeles. As in other areas of the County, affordable housing is an issue.

Traffic is a big issue on the West End, where lots of truck terminals are located, as well as the problem of train tracks that cross major intersections that do not have grade separations.



## ***Mountains***

Roads are of major concern to mountain residents. The 2003 wildfires have made more citizens aware of the danger of having limited access in and out of mountain communities in the event of a disaster. Traffic congestion on weekends and the lack of safe bicycle routes are also a concern.

Some residents mentioned small lot sizes as a problem, citing that lots that are too small currently house cabins that have become full-time residences over the past several years—others want the small lot sizes to remain, citing a lack of affordable housing. The County Board of Supervisors and Land Use Services is currently debating this issue as rebuilding after the wildfires gets underway.

### *Issues and emerging themes in County Unincorporated areas from the General Plan meetings*

#### *Trona*

- Need for public transit system
- Access to healthcare
- Need for affordable, decent housing
- Control/eradication of drug production and trafficking

#### *Yucca Mesa*

- Variety of recreation activities
- New residents lack of understanding of rural lifestyle
- Speeding/road safety—signage, police patrol, merging road aprons
- Preservation of the natural environment
- Water resources to meet future needs
- Pollution – light and noise
- Services – dirt road maintenance
- Need for crack-down on drugs
- Balance growth and development
- Public safety/emergency response time

#### *Newberry Springs*

- Preservation of natural resources
- Urban dreams (outsiders move in for inexpensive housing, and bring down community)
- Too many restrictions for cottage (home-based businesses) industries
- Lengthy emergency response time
- Poor communication between community and elected officials, and lack of political representation
- Water rights



### *Twin Peaks*

- Road access – danger of slowed access for emergency vehicles
- Commuter traffic on narrow roads
- Water flow/flooding, landslides
- Planning for future growth
- Preservation of clean air, natural light
- Urban expectations from part-time residents
- Lack of political power
- Intrusion of infrastructure and housing into forest

### *Tri – Communities (Phelan/Pinon Hills/ Wrightwood)*

- Development process for small business is unclear and difficult
- Outsiders are not invested in our community, but utilize services
- Preservation of “rural lifestyle”
- Infrastructure does not support projected growth
- Air quality
- Increased traffic

### *Big Bear*

- Lack of growth management
- Water supply
- Code enforcement
- Need more services
- Jobs/housing balance
- Noise pollution
- Traffic circulation
- Air Quality
- Planned development versus infrastructure capacity
- Fire safety plans
- Emergency escape routes
- Lack of Services

### *Baker*

- Fire protection/emergency services cut back
- Need more local control over local issues
- Tortoise habitat issues overblown
- Aging infrastructure



### *Ontario*

- Jobs/housing imbalance
- Infrastructure not adequate to meet growth projections
- Traffic and housing congestion
- Poor air quality
- Crime

### *Bloomington*

- Too much housing
- Rural lifestyle threatened
- Infrastructure to support growth
- Perceived lack of political representation
- Roads need improvement and traffic is congested
- Need trails – Bike, pedestrian, equestrian
- Annexation seen as a threat to rural lifestyle
- Encroachment of industrial properties into residential areas
- Low economic base

### *Redlands*

- Wants to preserve small-town qualities
- Encroachment of dense housing/industrial
- Increase in traffic, beyond capacity of infrastructure
- Poor air quality

### *Devore*

- Problem of increase in traffic
- Water supply
- New development covering hillsides
- Lack of code enforcement
- Annexation seen as a threat
- Air pollution
- Interface between cities and county is not good
- Need for outdoor recreation activities
- Need economic development to grow business base



### *Lucerne Valley*

- Increased traffic and road capacity
- Traffic safety
- County's development fees are too high
- Air and trash pollution
- Lack of walking and equestrian trails
- Need economic development to grow the community
- Outsiders seen as a threat
- Lack of code enforcement
- BLM blocks development
- Air quality – standards too strict
- Need to maintain revenue within the community
- Desire to maintain agricultural and rural zoning without rural standards
- Need to attract sustainable economic development
- Need additional basic services



## **EDA Projects**

### ***EDA Previously Approved Projects***

#### **EDA GRANT FUNDS**

**1981 – 2002**

- 1980**-City of Ontario, bridge - **\$236,715** (Completed)  
**1981**-City of San Bernardino, Anita's Foods, tortilla manufacturing plant  
**\$280,000** (Completed)  
**1982**-Operation Second Chance, revolving loan fund - **\$247,000** (Completed)  
**1983**-City of San Bernardino, Westside CDC, commercial office building  
**\$500,000** (Completed)  
**1983**-City of Ontario, airport storm drain - **\$918,000** (Completed)  
**1983**-City of Barstow, economic development plan - **\$44,190** (Completed)  
**1985**-City of San Bernardino, access road and bridge - **\$454,923** (Completed)  
**1985**-County of San Bernardino, urban planning grant - **\$70,864** (Completed)  
**1986**-Chemehuevi Indian Tribe, water and sewer plan - **\$22,500** (Completed)  
**1991**-City of Rialto, airport industrial waterline - **\$300,000 (\$600,000)\***  
(Completed)  
**1992**-County of San Bernardino, economic development strategic plans for  
cities of Hesperia and Highland - **\$150,000 (\$263,600)\*** (Completed)  
**1994**-County of San Bernardino, High Desert Strategic Plan - **\$72,000**  
**(\$167,000)\*** (Completed)  
**1996**-Town of Apple Valley, roads and sewers, airport industrial area - **\$650,000**  
**(\$1,077,242)\*** (Completed)  
**1996**-City of Hesperia, flood control and street improvements - **\$800,000**  
**(\$3,264,397)\*** (Completed)  
**1998**-Town of Yucca Valley, industrial center improvements (signage, access  
and lighting) **\$338,365 (\$728,000)\*** (Completed)  
**1999**-San Bernardino West Side CD **\$900,000**  
**1999**-Inland Valley Development Authority **\$1,000,000**  
**2000**-County of San Bernardino, Crestline Revitalization Plan **\$150,000**  
**2001**-City of Colton, certain infrastructure projects related to the East Valley  
Land Company/Ashley Furniture, 75-acre development in the Cooley  
Ranch Planned Community **\$1 million (\$2,220,762)\*** (Completed)  
**2002**-San Bernardino International Airport **\$2,442,500**  
**2003**-Adelanto Towne Center, **\$1,072,000**  
**2003**-City of San Bernardino-County of San Bernardino, Inland Behavioral  
Health Services, Inc. construction, **\$3,848,229**  
**2003**-San Bernardino Community College District Training Facility, **\$1,650,000**

**Total EDA funding 1980 through 2003: \$19,589,786**



## **EDA Guidelines for Projects**

As a component CEDS, the Department of Economic and Community Development requested input from local jurisdictions concerning proposed economic development activities. The department asked proposers to submit projects that are consistent with the County's economic development goals and the Economic Development Administration's guidelines for federal grant funding. These projects should:

- Address infrastructure improvements serving industry and commerce, construction or expansion of projects that promote job creation
- Improve conditions in areas experiencing economic distress, high unemployment rates, low per-capita income, and large concentrations of low-income families are viewed most favorably
- Result in increased long-term employment opportunities
- Address economic development planning activities

### ***Potential EDA Project Applications***

The following is a compilation of the responses received from individual municipalities regarding projects they would like to see receive consideration for EDA funding.

Some of the listed projects will not qualify under EDA program guidelines for funding, however, the County has listed all the submitted projects to recognize the efforts put forth by the Communities in responding to the WIB Economic Development sub-committee's request for input into the 2004 CEDS.

#### ***City of Adelanto***

**Name of Project:** US 395 widening

**Brief Description:** Widen US 395 to 4 lanes within the City of Adelanto

**Total Project Estimated Cost:** \$10,000,000

**Name of Project** Regional water treatment plant

**Brief Description:** Construction of a regional water treatment plant and related water infrastructure to treat and transport water from the California aqueduct.

**Total Project Estimated Cost:** \$30,000,000



## ***Town of Apple Valley***

**Name of Project:** Bear Valley sewer improvements

**Brief Description:** Extend 12" main along Bear Valley Road approximately one mile from Apple Valley Road to Deep Creek Road.

**Total Project Estimated Cost:** \$350,000

**Name of Project:** Navajo Road Improvements

**Brief Description:** Extend Navajo Road approximately one and one-half miles from Johnson Road to Gustine Road to include pavement, curb, gutter, sidewalk, and landscape improvements.

**Total Project Estimated Cost:** \$6,000,000

**Name of Project:** Johnson road Improvements

**Brief Description:** Extend Johnson road from Navajo Road to Central Road to include pavement, curb, gutter, sidewalk, and landscape improvements.

**Total Project Estimated Cost:** \$2,500,000

## ***City of Barstow***

**Name of Project:** Lenwood Sub-regional Sewer Treatment Plant

**Brief Description:** Construct a sewer treatment plant in the Lenwood area to provide service to the fastest growing area of the City and to relieve a sewer line capacity problem.

**Total Project Estimated Cost:** \$3.5 million

**Name of Project:** Lenwood Storm Drain

**Brief Description:** Construct concrete lined channel between Outlet Center Drive and the I-15 freeway for flood control.

**Total Project Estimated Cost:** \$1.5 million

## ***City of Hesperia***

**Name of Project:** Industrial Rail Spur

**Brief Description:** Rail spur extending from existing E-W Cushionberry line from BNSF rail to Hesperia's industrial area. The industrial area is bordered on the south by Main Street, on the east 'I' Avenue, on the north by Bear Valley Road, and on the west by BNSF rail road.

**Total Project Estimated Cost:** \$2 million



### ***City of Loma Linda***

**Name of Project:** Redlands Boulevard Landscape Median.

**Brief Description:** Install landscape median along Redlands Boulevard between Mt. View Avenue and Anderson Street to attract new commercial businesses.

**Total Project Estimated Cost:** \$350,000

**Name of Project:** Install missing link sidewalk.

**Brief Description:** Install missing link sidewalk in the old residential neighborhood.

**Total Project Estimated Cost:** \$200,000

**Name of Project:** Community Park in North Central Neighborhood.

**Brief Description:** Establish a community park in the above old residential neighborhood.

**Total Project Estimated Cost:** \$300,000

### ***City of Montclair***

**Name of Project:** Mission Boulevard Corridor Improvement Project – Phase 4

**Brief Description:** This multi-phase project is intended to provide pavement rehabilitation; curb, gutter, and sidewalk construction; median and parkway landscaping; street lighting; and intersection enhancements including signal modifications to improve safety. As a result of the previous \$2.2 million phase, an eight-acre industrial complex and a ten-acre residential development are now under construction. Additional industrial and business park developments are anticipated.

**Total Project Estimated Cost:** \$1.1 million



### ***City of Needles***

**Name of Project:** Main Street Improvements.

**Brief Description:** Rehabilitate and revitalize downtown Needles through improving the appearance and calming traffic to encourage new commercial growth.

**Total Project Estimated Cost:** 4,000,000

**Name of Project:** Blight abatement.

**Brief Description:** Funds needed for enforcing and for general clean up and rehabilitation to improve the appearance of the community to attract more positive growth.

**Total Project Estimated Cost:** \$3,000,000

**Name of Project:** Façade Program.

**Brief Description:** Program to assist downtown businesses reface the buildings in the historic downtown area to be compatible with the historic theme and attract more business and tourists.

**Total Project Estimated Cost:** \$3,500,000

### ***City of Rialto***

**Name of Project:** Sewer Plant Expansion.

**Brief Description:** Expansion of wastewater treatment plant to add capacity that will serve new development – mostly industrial property.

**Total Project Estimated Cost:** \$4,000,000

**Name of Project:** Industrial Project Area Infrastructure.

**Brief Description:** Install or widen streets and install utilities within portions of project area to support and encourage new industrial development.

**Total Project Estimated Cost:** \$3,000,000 - \$4,000,000.

### ***City of San Bernardino***

**Name of Project:** “Totally Kids” Pediatric Sub-acute Care Expansion

**Brief Description:** Expansion of the existing facility of 65 beds to 95 beds, Pediatric Day Health and Daycare center expansion from 41 units to 121 units, expanded training opportunities for nurses and caregivers specializing in medically fragile children, and water and power generation capabilities to handle respiratory issues in the event of a biological or chemical disaster. Project expected to create 150 new jobs.

**Total Project Estimated Cost:** \$10,802,946



## ***City of Victorville***

**Name of Project:** Southern California Logistics Airport Rail Project

**Brief Description:** Further develop the former George Air Force Base into an agile inland port connecting the facility to mainline rail access.

**Total Project Estimated Cost:** \$50,000,000

**Name of Project:** Southern California Logistics Airport Infrastructure

**Brief Description:** Remove and/or improve public roadways and utility systems to better serve new development. This includes, but is not limited to, road construction, water delivery system, waste water/sanitary system, and energy generating facilities.

**Total Project Estimated Cost:** \$10,000,000

**Name of Project:** Santa Fe Channel

**Brief Description:** Extend a concrete-lined channel to mitigate storm water run-off from surrounding development and to protect environmentally sensitive areas downstream.

**Total Project Estimated Cost:** \$6,000,000

**Name of Project:** Military Housing Removal.

**Brief Description:** Mitigate asbestos removal and de-construction of former military housing and build to Uniform Building Code standards.

**Total Project Estimated Cost:** \$5,000,000

## ***County of San Bernardino***

**Name of Project:** County of San Bernardino Business

Attraction/Retention/Relocation/Expansion Evaluation Plan

**Brief Description:** Develop an evaluation plan to determine the value of business attraction/retention/relocation/expansion efforts throughout San Bernardino County creating a minimum of three regional sub-sector economic study areas.

**Total Estimated Project Cost:** \$60,000



## Appendix A

### Workforce Investment Board (WIB)

First District			
<b>BRADY, CCIM, Joseph W.</b> The Bradco Companies P.O. Box 2710 Victorville CA 92393-2710 Office - (760) 951-5111 x101 Fax - (760) 951-5113  Term: 01/31/06 <a href="mailto:jbrady@thebradcocompanies.com">jbrady@thebradcocompanies.com</a>	<b>VACANCY</b>       Term: 01/31/05	<b>WILLIAMS, Frank L.</b> Housing Action Resource Trust 8711 Monroe Court, Suite A Rancho Cucamonga CA 91730 Office – (909) 945-1884 Fax – (909) 941-4012  Term: 01/31/06 <a href="mailto:frank@biabuild.com">frank@biabuild.com</a>	<b>LEWIS, John C.</b> LLUMC-Admin. Building 25333 Barton Road Loma Linda CA 92354 Office – (909) 558-6146 Fax – (909) 558-6259  Term: 01/31/05 <a href="mailto:jclewis@ahs.llumc.edu">jclewis@ahs.llumc.edu</a>
Second District			
<b>GIBSON, John</b> GMG Management, Inc. PMB#362 8780 19 <sup>th</sup> Street Alta Loma CA 91701 Office – 987-8018  Term: 01/31/06 <a href="mailto:jaggibson@earthlink.net">jaggibson@earthlink.net</a>	<b>COTHRAN, Phil</b> Cothran State Farm Insurance 8253 Sierra Avenue Fontana Ca 92335 Office - (909) 822-3545 Fax - (909) 829-8070 Cell: (909) 519-8202  Term: 01/31/06 <a href="mailto:PCothran@cothran.info">PCothran@cothran.info</a>	<b>CLARK, Ken</b> Citizens Business Bank 215 N. D Street, S- 201 San Bernardino CA 92415 Office - (909) 683-2112  Term: 01/31/05 <a href="mailto:kcclark@cbbank.com">kcclark@cbbank.com</a>	<b>NELSON, Tina</b> Intersect Technology Institute 9664 Hermosa Avenue Rancho Cucamonga CA 91730 Office – (909) 481-1922 Fax – (909) 481-7033  Term: 01/31/05 <a href="mailto:tina@intersecttraining.com">tina@intersecttraining.com</a>
Third District			
<b>KLENSKE, Terry (V/C)</b> Dalton Trucking, Inc. 13560 Whittram Avenue Fontana CA 92335 Office - (909) 823-0663 Fax - (909) 854-7040  Term: 1/31/06 <a href="mailto:Jboren@DaltonTrucking.com">Jboren@DaltonTrucking.com</a> <a href="mailto:Terry@daltontrucking.com">Terry@daltontrucking.com</a>	<b>ROBERTS, Bob</b> Emerich & Company 138 Carmody (534-4158) Redlands, CA 92373 Office – (909) 793-2428 Fax - (909) 792-6179  Term: 1/31/06 <a href="mailto:bobroberts@linkline.com">bobroberts@linkline.com</a>	<b>LEMLEY, Bob</b> Community Homes Inc. 412 E. Palm Avenue Redlands CA 92373 Phone - (909) 793-9390 Cell: (909) 323-1507  Term: 1/31/05 <a href="mailto:Robertlemley@adelphia.net">Robertlemley@adelphia.net</a>	<b>BARTCH, George</b> Gloria Bartch Real Estate 555 Cajon Suite H Redlands CA 92373 Phone – (909) 793-7229 Fax – (909) 793-7255  Term: 1/31/05 <a href="mailto:funnyside@earthlink.net">funnyside@earthlink.net</a>
Fourth District			
<b>CHAMLEE, Bryan</b> Consultant 520 E. Harvard Place Ontario CA 91764 Phone: (909) 460-0172  Term: 1/31/06	<b>HAGMAN, Curt C.</b> Apex Bail Bonds 174 W. McKinley Avenue Pomona CA 91768 Office – (909) 622-0098 Cell – (909) 907-7199  Term: 1/31/06 <a href="mailto:Apexbail@aol.com">Apexbail@aol.com</a>	<b>CALTA, Michael</b> Vi-Cal Metals 4243 Bryant Street Chino CA 91710 Cell – (714) 412-0095 Fax – (714) 637-8184  Term: 1/31/05 <a href="mailto:michaelcaltahotmail.com">michaelcaltahotmail.com</a>	<b>DOWNS, James B.</b> WUHSD (562-698-8121 ex1100) 1321 No. Placer Avenue Ontario Ca 91764-2265 Phone – (909) 986-5710 Fax – (909) 933-0020  Term: 1/31/05 <a href="mailto:Jim.Downs@wuhd.k12.ca.us">Jim.Downs@wuhd.k12.ca.us</a>



Fifth District			
<b>GALLO, Mike (Chair)</b> Kelly Space & Technology 294 S. Leland Norton Way San Bernardino CA 92408 Office – (909) 382-5642/59 Fax - (909) 382-2012 Cell – (909) 553-4767  Term: 1/31/05 <a href="mailto:mjgallo@kellyspace.com">mjgallo@kellyspace.com</a> <a href="mailto:eatinger@kellyspace.com">eatinger@kellyspace.com</a>	<b>GONZALEZ, Ray R.</b> Southern California Edison 287 Tennessee Redlands CA 92373 Office – 909-307-6726  Term: 1/31/06 <a href="mailto:ray.gonzalez@sce.com">ray.gonzalez@sce.com</a>	<b>CAFFERY, Patrick</b> La Quinta Inns, Inc. 205 East Hospitality Lane San Bernardino Ca 92408 Office - (909) 888-7571 Fax - (909) 884-3864  Term: 1/31/06 <a href="mailto:MRCLQ@aol.com">MRCLQ@aol.com</a>	<b>CORDOVA, Fred</b> CSEA 190 West E Street Colton CA 92324 Phone – (909) 825-0470 Fax – (909) 825-3413  Term: 1/31/05 <a href="mailto:grandpafc@sbcglobal.net">grandpafc@sbcglobal.net</a>

At-Large			
VACANCY          Term: 07/13/04	<b>HOVSEPIAN, Abraham</b> Consultant 1568 Rancho Hills Drive Chino Hills, CA 91709 Office – (626) 284-8525 Fax – (626) 284-1036 Phone2: 909-606-1251  Term: 1/31/06	<b>BETTERLEY, William</b> Rancho Las Flores Partnership 20966 Rancherias Road Apple Valley CA 92307 Office – (760) 389-2285 Home – (760) 247-2318 Fax – (760) 389-2332  Term: 1/31/05	<b>SKIVINGTON, Skip</b> National Director, Healthcare Continuity, Kaiser Permanente Mail: 215 N D St, S-201 San Bernardino CA 92415 Phone: (510) 987-2022 Fax (510) 873-5053 Cell (510) 867-7548  Term: 1/31/06 <a href="mailto:Gale.Godfrey@kp.org">Gale.Godfrey@kp.org</a> <a href="mailto:Skip.I.Skivington@kp.org">Skip.I.Skivington@kp.org</a>

***San Bernardino County Workforce Investment Board  
Public Sector Members (At-Large)***

Adult Education*	Adult Workers*/ Dislocated Workers*/Youth*/ Welfare-to-Work*	Community Based Organization	Community Based Organization
<b>RODDEN, Leslie</b> SB County Supt. of Schools 601 N. E Street San Bernardino CA 92410 Office – (909) 386-2636 Fax - (909) 386-2667  Term: 1/31/05 <a href="mailto:Leslie_rodden@sbcss.k12.ca.us">Leslie_rodden@sbcss.k12.ca.us</a> <a href="mailto:Crystal_lopez@sbcss.k12.ca.us">Crystal_lopez@sbcss.k12.ca.us</a>	<b>LEE, Keith</b> ED/PSG Associate Admin. Officer 385 N Arrowhead Ave 5 <sup>th</sup> Fl San Bernardino CA 92415 Office – (909) 387-5425 Fax – (909) 387-4767  Term: 1/31/04 <a href="mailto:Klee@sbcounty.gov">Klee@sbcounty.gov</a> <a href="mailto:sjackson@sbcounty.gov">sjackson@sbcounty.gov</a>	<b>HACKNEY, Clifford</b> Boys & Girls Club of SB 1180 W. 9 <sup>th</sup> Street San Bernardino CA 92411 Office -- (909) 888-6751 Fax: -- (909) 888 1474  Term: 1/31/05 <a href="mailto:hgcsbcpo@aol.com">hgcsbcpo@aol.com</a>	<b>RICHARDS, Sandra</b> CSUSB 10040 ½ Baseline Road Alta Loma CA 91701 Office -- (909) 880-5979 x 3952 Fax – (909) 880-5907  Term: 1/31/06 <a href="mailto:sandrar@csusb.edu">sandrar@csusb.edu</a>

\*Denotes Mandated One-Stop Partners



<b>Community Services Block Grants*</b>	<b>Economic Development Agency</b>	<b>Economic Development Agency</b>	<b>Employment Service*/ Trade Adjustment Assistance*/ Unemployment Insurance*/ Veteran's Employment Svcs*</b>
<b>NICKOLS, Patricia L.</b> Community Action Partnership of SB County 686 East Mill San Bdn CA 92415-0610 Office – (909) 891-3863 Fax - (909) 891-9080  Term: 1/31/06 <a href="mailto:Plnickols@csd.sbcounty.gov">Plnickols@csd.sbcounty.gov</a> <a href="mailto:dgalba@csd.sbsounty.gov">dgalba@csd.sbsounty.gov</a>	<b>MARSHALL, Wilfred L.</b> US Department of Commerce Economic Development Administration 5777 W Century Blvd #1675 Los Angeles CA 90045 Office - (310) 348-5386 Fax - (310) 348-5387  Term: 1/31/06 <a href="mailto:WMARSH7298@aol.com">WMARSH7298@aol.com</a>	Inland Empire Economic Partnership 301 Vanderbilt Way San Bernardino CA 92408 Office – (909) 890-1090 X226 Fax - (909) 890-1088  Term: 1/31/05	<b>STONE, Donna</b> Employment Development Department 27447 Enterprise Circle W Temecula, CA 92590 Office – (909) 600-6010 Fax - (909) 600-6022 Cell: (909) 316-2079  Term: 1/31/06 <a href="mailto:dstone@edd.ca.gov">dstone@edd.ca.gov</a> <a href="mailto:dhughes1@edd.ca.gov">dhughes1@edd.ca.gov</a>

\*Denotes Mandated One-Stop Partners

<b>Indian and Native American*</b>	<b>Job Corps*</b>	<b>Vocational Rehabilitation*</b>	<b>Organized Labor</b>
<b>LOPEZ, Steve</b> Ft Mojave Tribal Council-ITCA 1808 Davidson Lane Needles CA 92363 Office – (760) 629-6123  Term: 1/31/05	<b>RENTAS, June</b> Inland Empire Job Corps 3173 Kerry Street San Bdn CA 92407 Office – (909) 887-6305 x 7147 Fax - (909) 473-1511  Term: 1/31/06 <a href="mailto:Rentasj@jcdc.jobcorps.org">Rentasj@jcdc.jobcorps.org</a>	<b>ROCKETT, Steve</b> CA Dept. of Rehabilitation 3130 Chicago Riverside CA 92503 Office – (909) 684-1040  Term: 1/31/05 <a href="mailto:SRockett@dor.ca.gov">SRockett@dor.ca.gov</a>	<b>ECKERT, Phil</b> SB/Riv Counties Building & Trades Council 1074 East La Cadena Dr. #8 Riverside CA 92501 Office – (909) 684-1040 Fax – (909) 8684-6410  Term: 1/31/05 <a href="mailto:Phil013@earthlink.net">Phil013@earthlink.net</a>

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<b>Organized Labor</b>	<b>Post Secondary Vocational Education*</b>	<b>Title V of the Older Americans Act*</b>	<b>Housing Authority*</b>
<b>MONTGOMERY, Charles</b> Local 783 104 W. Benedict Road San Bdn CA 92408 Office – (909) 984-1193 Fax -- (909) 885-8802  Term: 1/31/06	<b>AVERILL, Donald F.</b> S. B. Community College District 114 S. Del Rosa Drive San Bdn CA 92408 Office – (909) 382-4000 Fax -- (909) 382-0153  Term: 1/31/06 <a href="mailto:daverill@sbccd.cc.ca.us">daverill@sbccd.cc.ca.us</a> <a href="mailto:jfbuu@sbccd.cc.ca.us">jfbuu@sbccd.cc.ca.us</a>	<b>SIROWY, William</b> DAAS Senior Employment Program Coordinator 686 E. Mill Street San Bdn CA 92415 Office – (909) 891-3915 Fax - (909)  Term: 1/31/06 <a href="mailto:wsrowy@hss.sbcounty.gov">wsrowy@hss.sbcounty.gov</a>	<b>SHARP, Effie</b> Housing Authority of the Co. of San Bernardino 715 East Brier Drive San Bernardino CA 92408 Office – (909) 890-0644 x2378 Fax -- (909) 890-4618  Term: 1/31/05 <a href="mailto:esharp@hacsb.com">esharp@hacsb.com</a>

\*Denotes Mandated One-Stop Partners

<b>Veteran's Representative*</b>
<b>ROBERTS, Bob</b> 106 Carmody Redlands CA 92373 Phone: (909) 534-4158  Term: 1/31/04

\*Denotes Mandated One-Stop Partners